

Inventory and Evaluation of the State's Public Infrastructure Programs and Funds

Attachments E - I



**Office of
Financial Management**
State of Washington

December 16, 2005



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INVENTORY AND EVALUATION OF THE STATE'S PUBLIC INFRASTRUCTURE PROGRAMS AND FUNDS

ATTACHMENTS E - I

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ATTACHMENT E

AWARDS DATA AND SUMMARY ANALYSIS

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1.0 OVERVIEW

Attachment E summarizes the award histories for the following subset of State's local infrastructure funding programs:

- Public Works Trust Fund (PWTF)
- Community Economic Revitalization Board (CERB)
- Community Development Block Grant Program (CDBG)
- Drinking Water State Revolving Fund (DWSRF)
- Water System Acquisition and Rehabilitation Program (WSARP)
- Centennial Clean Water Fund (CCWF)
- Water Pollution Control Revolving Fund (WPCRF)

This Attachment presents summary charts describing the number of awards and award amounts for client and project types for each program. Summary statistic tables for program award histories are included at the end of this Attachment. No distinction is made in the analysis between awards issued competitively or through budget provisions made by the legislature.

2.0 DESCRIPTION OF THE AWARD DATA

Award data were collected directly from the agencies that administer the programs. Requests were made for award histories for the last ten years. Time periods reported in this Attachment vary due to the availability of electronically accessible award histories or because of differing program creation dates. Programs were asked to provide the following information:

- Client name
- Year awarded
- Client type (e.g. city, county, etc.)
- Project type (e.g. water, sewer, road, etc.)
- Award amount

It is important to note that there are inconsistencies in how agencies define these elements. Careful consideration has been paid to consistently define client and project types. Generally, the client and project type analyses represent the coding reported by the program. In some cases, client and project types have been aggregated; for example, collapsing road and bridge categories as transportation. Those changes are noted in the chart notes. The award year variable should be viewed carefully because it has been defined differently by the programs:

- Public Works Trust Fund, Drinking Water State Revolving Fund, and Water System Acquisition and Rehabilitation Program awards are coded by award execution year (calendar year)
- Community Economic Revitalization Board awards are coded by application year (calendar year)
- Community Development Block Grant awards are coded by contract year (calendar year)
- Centennial Clean Water Fund and Water Pollution Control Revolving Fund awards are coded by fiscal year (State fiscal year)

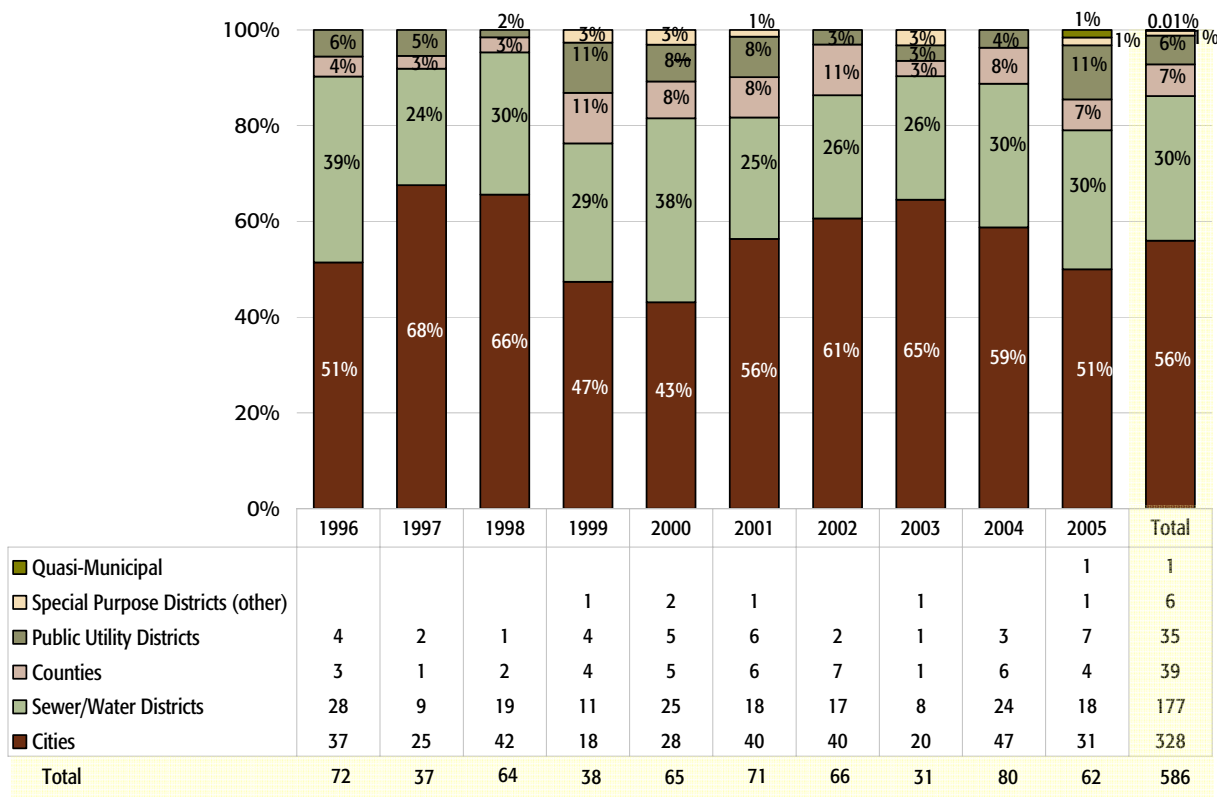
The annual award amounts cited in the Attachment differ from those in the Program Inventory for PWTF, DWSRF, WSARP, and CERB which use fiscal year awards.

3.0 DEPARTMENT OF COMMUNITY, TRADE AND ECONOMIC DEVELOPMENT

3.1 Public Works Trust Fund

Exhibit E - 1 describes the number PWTF loans awarded by the Public Works Board during the ten-year period between 1996 and 2005.

Exhibit E - 1
Count of Public Works Trust Fund Loans by Client Type, 1996-2005



Source: Public Works Board Award History and Berk & Associates, 2005

Note: Special purpose districts include three awards to irrigation districts, one award to a reclamation district, one award to a flood district, and one award to a dike district.

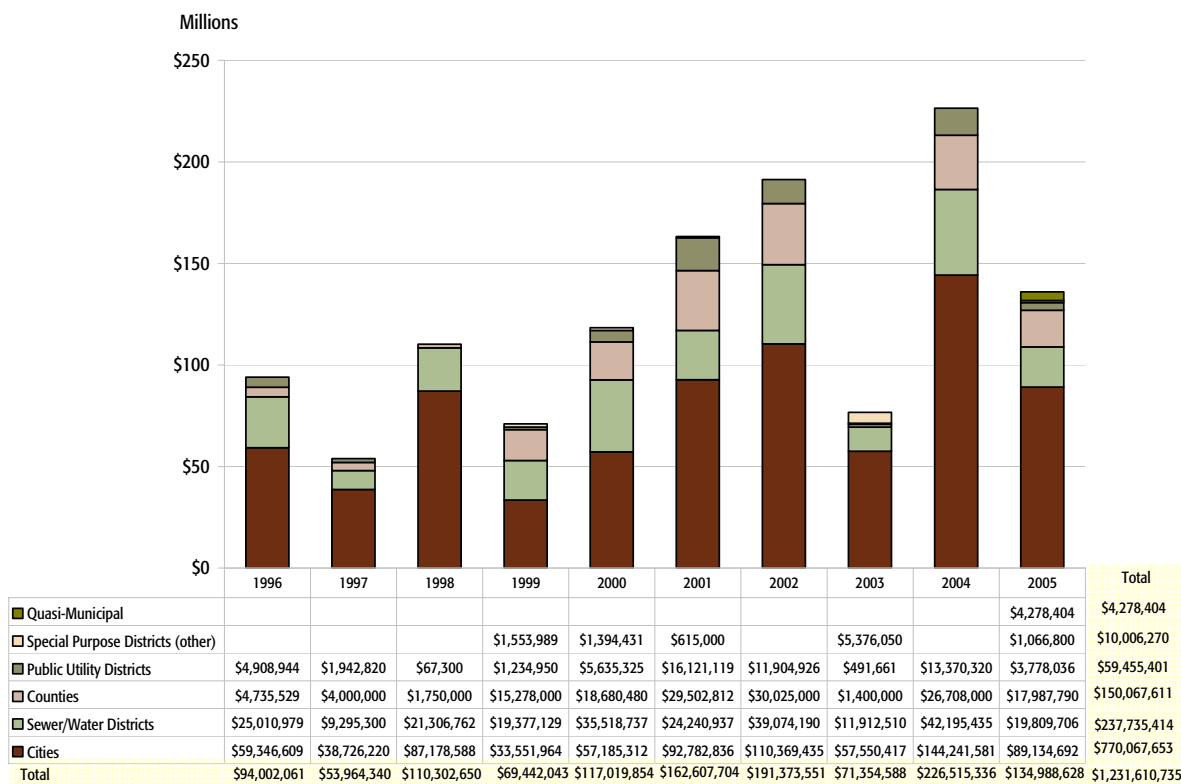
Summary of Loan Counts

- The number of loans awarded has varied over the time period analyzed. A maximum of 72 loans was issued in 1996 and a low of 31 loans was issued in 2003; 586 total loans were executed over the ten-year period.
- Cities are the most frequent beneficiaries, collecting 56% of the total number of loans over the ten-year period, or 328 loans. As a percentage of the annual number of loans, cities' share ranged from 68% in 1997 to 43% in 2000.

- Sewer/water districts received 30% of all loans over the ten-year period, or 177 loans. As a percentage of the annual number of loans, sewer/water districts' share ranged from 24% in 1997 to 39% in 1996.
- Counties received 7% of all loans over the ten-year period. As a percentage of the annual number of loans, counties' share ranged from 11% in 1999 and 2002 to 3% in 1997, 2000, and 2003.
- Public Utility Districts received 6% of all total number of loans. As a percentage of the annual number of loans, PUDs' share ranged from 11% in 1999 and 2005 to 2% in 1998.

Exhibit E - 2 describes client funding levels of PWTF loan awards during the ten-year period between 1996 and 2005.

Exhibit E - 2 Amount of Public Works Trust Fund Loans by Client Type, 1996-2005



Source: Public Works Board Award History and Berk & Associates, 2005

Note: Special purpose districts include three awards to irrigation districts, one award to a reclamation district, one award to a flood district, and one award to a dike district.

Summary of Loan Amounts

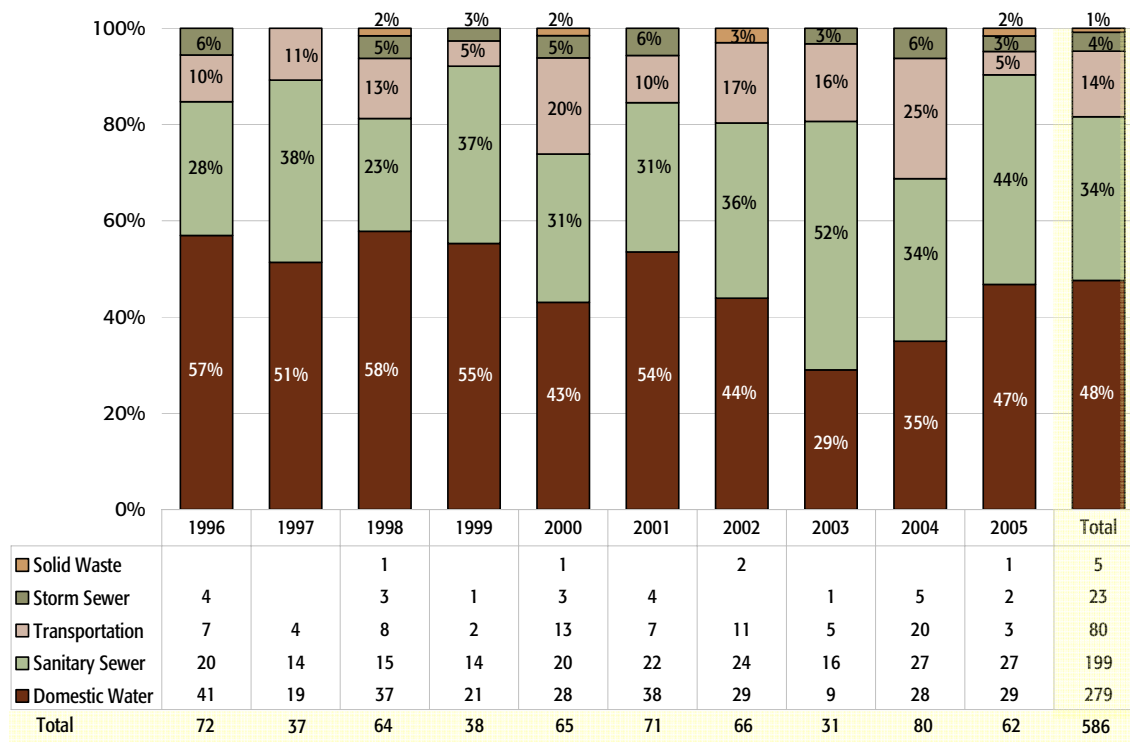
- PWTF has awarded \$1.23 billion in loans during the ten-year period. With the exception of 2003 and 2005, the annual amount of PWTF loans has trended upward since 1999, reaching a ten-year

high of \$227 million in 2004. A low of \$54 million was awarded in 1997. The average loan amount was \$2.1 million for the study period.

- Cities received the greatest dollar value of loans over the ten-year period, collecting \$770 million. The annual amount of loans to cities ranged from \$144.2 million in 2004 to \$33.6 million in 1999.
- The increase in total awards from 1999 to 2005 was concomitant with an increase in awards to cities.
- Sewer/water districts received \$237.7 million over the ten-year period. The annual amount of loans ranged from \$42.2 million in 2004 to \$9.3 million in 1997.
- Counties received \$150.1 million over the ten-year period. The annual amount of loans ranged from \$30 million in 2002 to \$1.4 million in 2003. Counties had the highest average award size, \$3.9 million per award.
- Public utility districts received \$59.5 million over the ten-year period. The annual amount of loans ranged from \$16.1 million in 2001 to \$67,000 in 1998.

Exhibit E - 3 describes the number of projects types funded by PWTF loans during the ten-year period between 1996 and 2005.

Exhibit E - 3
Count of Public Works Trust Fund Loans by Project Type, 1996-2005



Source: Public Works Board Award History and Berk & Associates, 2005

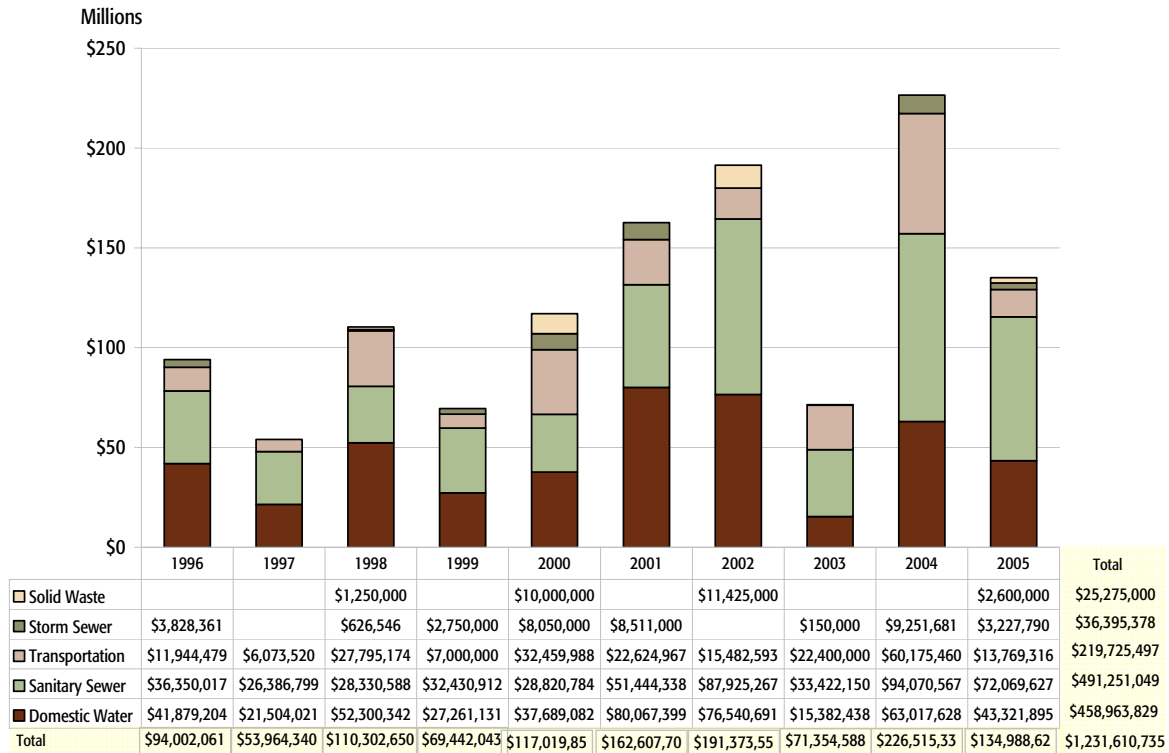
Note: Transportation includes both Road and Bridge projects.

Summary of Loan Counts

- Domestic water projects received 48% of all loan awards over the ten-year period. As a percentage of the annual number of loans, domestic water projects' share ranged from 58% of the total in 1998 to 29% in 2003.
- Sanitary sewer projects received 34% of all loan awards over the ten-year period. As a percentage of the annual number of loans, sanitary sewer projects' share ranged from 52% of the total in 2003 to 23% in 1998.
- Transportation projects received 14% of all loan awards over the ten-year period. As a percentage of the annual number of loans, transportation projects' share ranged from 25% of the total in 2004 to 5% in 1999 and 2005.
- Storm sewer and solid waste project have been funded intermittently during the time period studied.
- Storm sewer projects received 4% of all loan awards over the ten-year period. As a percentage of the annual number of loans, storm sewer projects' share ranged from 6% of the total in 1996, 2001, and 2004 to receiving no loans in 1997.
- Solid waste projects received 1% of all loan awards over the ten-year period. As a percentage of the annual number of loans, domestic water projects' share ranged from 3% of the total in 2002 to receiving no loans in 1996, 1997, 1999, 2001, 2003, and 2004.

Exhibit E - 4 describes project type funding levels by PWTF loans during the ten-year period between 1996 and 2005.

Exhibit E - 4 Amount of Public Works Trust Fund Loans by Project Type, 1996-2005



Source: Public Works Board Award History and Berk & Associates, 2005

Note: Transportation includes both Road and Bridge projects.

Summary of Loan Amounts

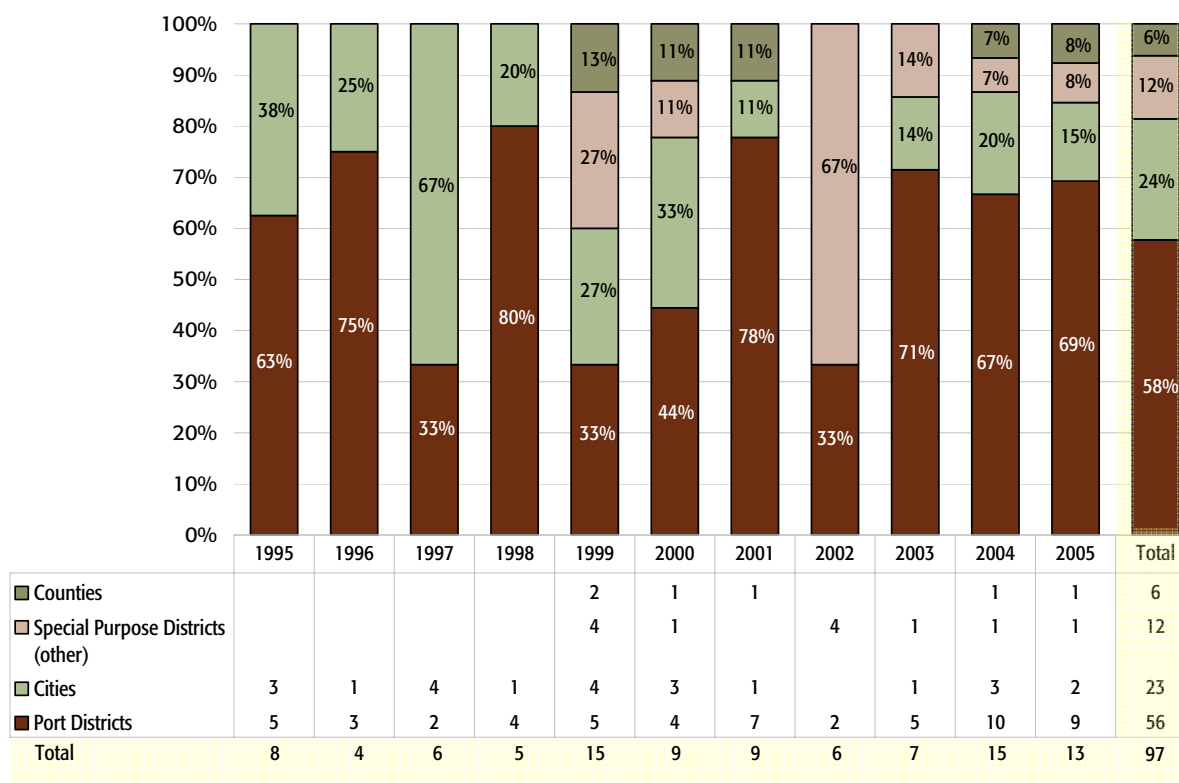
- Sanitary sewer projects received the greatest value of awards over the ten-year period, collecting \$491 million. The annual amount of loans ranged from \$94 million in 2004 to \$26 million in 1997. Sanitary sewer projects trended upward over the analysis time-frame.
- The increase in total loan amounts from 1999-2005 was concomitant with an increase in loan amounts to sanitary sewer projects.
- Domestic water projects received \$459 million over the ten-year period. The annual amount of loans ranged from \$80 million in 2001 to \$15 million in 2003.
- Transportation projects received \$220 million over the ten-year period. The annual amount of loans ranged from \$60 million in 2004 to \$6 million in 1997.
- Storm sewer projects received \$36 million over the ten-year period. The annual amount of loans ranged from \$9 million in 2005 to no awards in multiple years.

- Solid waste projects received \$25 million over the ten-year period. The annual amount of loans ranged from \$11 million in 2002 to no awards in multiple years. Solid waste projects had the highest average loan award of \$5.1 million for the analysis period.

3.2 Community Economic Revitalization Board

Exhibit E - 5 describes the number of awards distributed to clients by CERB during the eleven-year period between 1995 and 2005.

Exhibit E - 5
Count of Community Economic Revitalization Board Awards
by Client Type, 1995-2005



Source: Community Economic Revitalization Board Award History and Berk & Associates, 2005

Note: Awards that contained a mix of loan and grant monies have been combined to represent a single CERB award. Special Purpose District (other) includes ten public development authorities, an airport, and a public utility district.

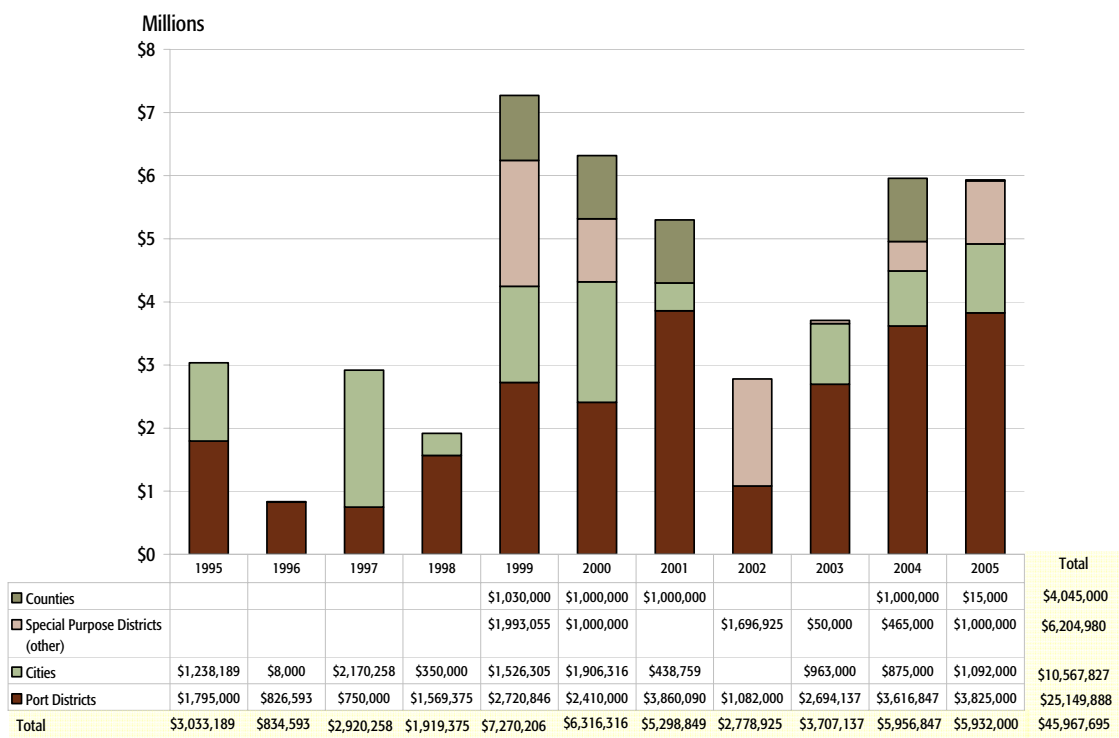
Summary of Award Counts

- Ninety-seven awards were made during the eleven-year period, 1995-2005. The number of awards varied from a maximum of 15 awards in 1999 and 2004 to a low of four awards in 1996.
- Ports have been the most frequent recipient of awards during the time period, collecting 58% of all awards. As a percentage of the annual number of awards, ports' share ranged from 80% of the total in 1998 to 33% in 1997 and 2002

- Cities collected 24% of CERB awards. As a percentage of the annual number of awards, cities' share ranged from 67% of the total in 1997 to no awards in 2002.
- Special purpose districts collected 12% of CERB awards. As a percentage of the annual number of awards, special purpose districts' share ranged from 67% of the total in 1997 to no awards in multiple years.
- Counties collected 6% of CERB awards. As a percentage of the annual number of awards, counties' share ranged from 13% of the total in 1999 to no awards in multiple years.

Exhibit E - 6 describes client funding levels by CERB during the eleven-year period between 1995 and 2005.

Exhibit E - 6 Amount of Community Economic Revitalization Board Awards by Client Type, 1995-2005



Source: Community Economic Revitalization Board Award History and Berk & Associates, 2005

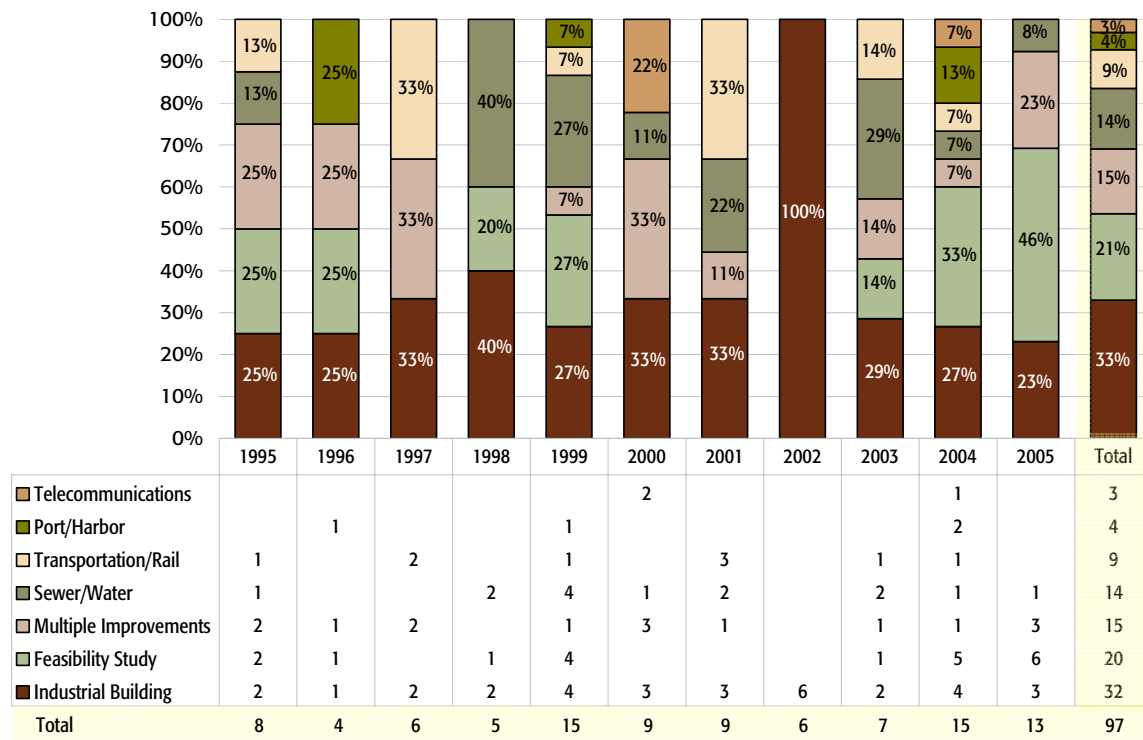
Note: Awards that contained a mix of loan and grant monies have been combined to represent a single CERB award. Special Purpose District (other) includes ten public development authorities, an airport, and a public utility district.

Summary of Award Amounts

- CERB funding has varied over the eleven-year period, with \$46.0 million awarded to all client types. CERB awarded the most in 1999, \$7.3 million; and the least in 1996, \$800,000. The average CERB award for the time period studied was \$474,000.
- Ports collected the highest amount (\$25 million) during the time period. Ports were the only client type to receive funding in every year of the eleven year time frame. Annual award amounts ranged from \$3.8 million in 2005 to \$750,000 in 1997.
- Cities collected \$10.5 million during the time period studied. Annual award amounts ranged from \$1.9 million in 2000 to no awards in 2002.
- Special purpose districts collected \$6.2 million. Annual award amounts ranged from \$2 million in 1999 to no awards in multiple years.
- Counties collected \$4 million of the total amount awarded. Annual award amounts ranged from \$1 million to no awards in multiple years. Counties had the highest average award of \$674,000 per project over the analysis period.

Exhibit E - 7 describes the number of awards by project type funded by CERB during the eleven-year period between 1995 and 2005.

Exhibit E - 7 Count of Community Economic Revitalization Board Awards by Project, 1995-2005



Source: Community Economic Revitalization Board Award History and Berk & Associates, 2005

Note: Awards that contained a mix of loan and grant monies have been combined to represent a single CERB award.

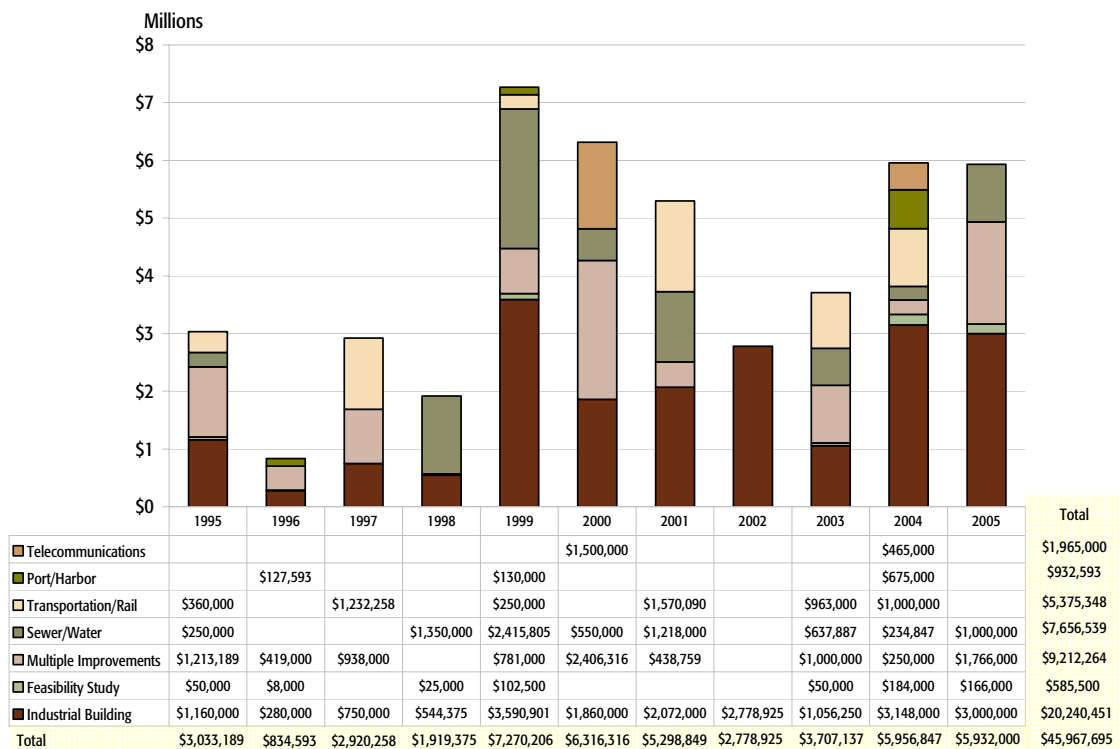
Summary of Award Counts

- Industrial buildings received the highest number of CERB awards during the eleven-year time period. Thirty-two awards, or 33% of the total number awards, went to industrial buildings. As a percentage of the number of annual awards, industrial buildings' share ranged from 100% in 2002 to 23% in 2005. With the exception of 2002, industrial buildings have been awarded a relatively consistent percentage of the total awards during the 1995 to 2005 time period.
- Feasibility studies received 21% of all awards. As a percentage of the number of annual awards, feasibility studies' share ranged from 46% of the total in 2005 to no awards in multiple years. The number of awards for feasibility studies has trended upward since 2003.
- CERB has awarded projects with multiple project elements. These projects have accounted for 15% of the total awards. As a percentage of the number of annual awards, multiple projects' share ranged from 33% of the total in 1997 and 2000 to no awards in multiple years.

- Sewer/water projects received 14% of all awards. As a percentage of the number of annual awards, sewer/water projects' share ranged from 40% of the total in 1998 to no awards in multiple years.
- A few awards have sporadically been allocated to transportation, port/harbor, and telecommunication projects during the 1995-2005 time period.

Exhibit E - 8 describes project type funding levels by CERB during the eleven-year period between 1995 and 2005.

Exhibit E - 8 Amount of Community Economic Revitalization Board Awards by Project Type, 1995-2005



Source: Community Economic Revitalization Board Award History and Berk & Associates, 2005

Note: Awards that contained a mix of loan and grant monies have been combined to represent a single CERB award.

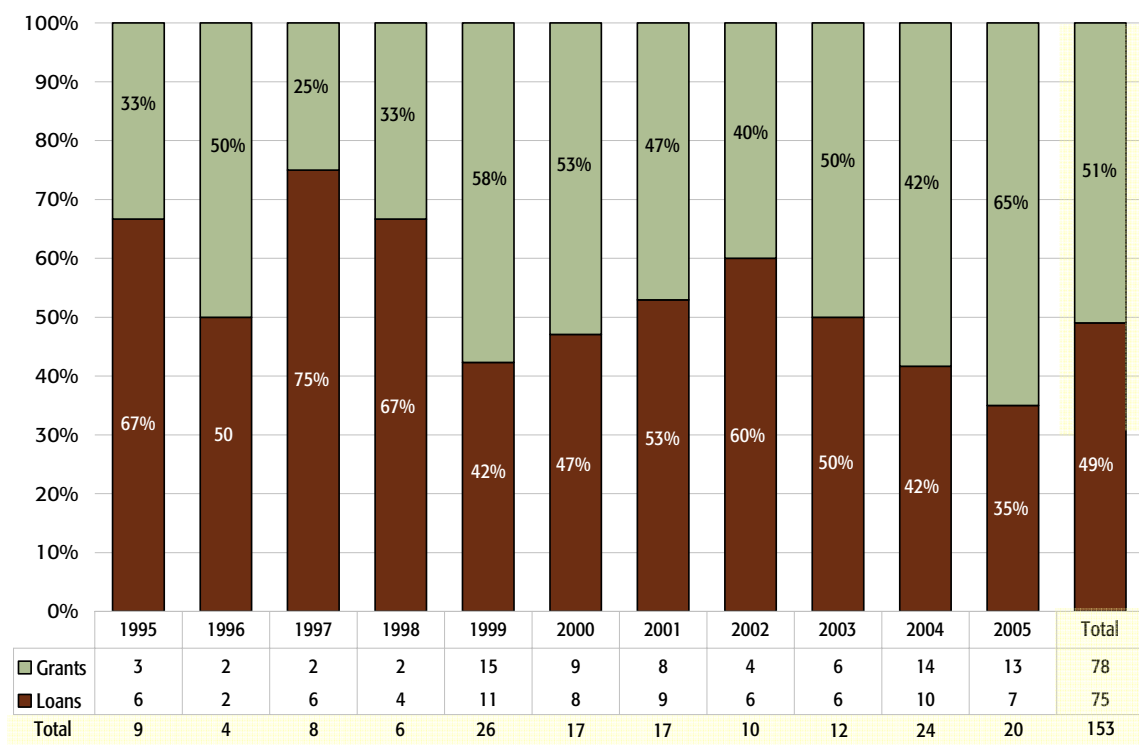
Summary of Award Amounts

- Industrial building projects have received the largest amount of CERB awards, collecting \$20 million during 1995-2005. Annual award amounts ranged from \$3.6 million in 1999 to \$280,000 in 1996. Industrial buildings are the only project type to receive funding in every year of the time period studied. The average project award was \$633,000.

- Projects with multiple improvements collected \$9.2 million over the eleven-year time period. Annual award amounts ranged from \$2.4 in 2000 to no awards in multiple years.
- Sewer/water projects collected \$7.7 million in awards over the time period. Annual award amounts ranged from \$2.4 million in 1999 to no awards in multiple years. Sewer/water projects were the highest funded project type in 1998.
- Transportation/rail projects collected a total \$5.4 million. Annual award amounts ranged from \$1.5 million in 2001 to no awards in several years.
- Feasibility studies received \$586,000 during the analysis period. The average project award was \$29,000.
- Telecommunication, port/harbor, and feasibility studies have been funded at variable amounts over the time period studied. Telecommunication projects had the highest average award of \$655,000 over the analysis period.

Exhibit E - 9 describes the number of loans awarded by CERB to different types of projects during the eleven-year period between 1995 and 2005.

Exhibit E - 9 Count of Community Economic Revitalization Board Loan and Grant Awards, 1995-2005



Source: Community Economic Revitalization Board Award History and Berk & Associates, 2005

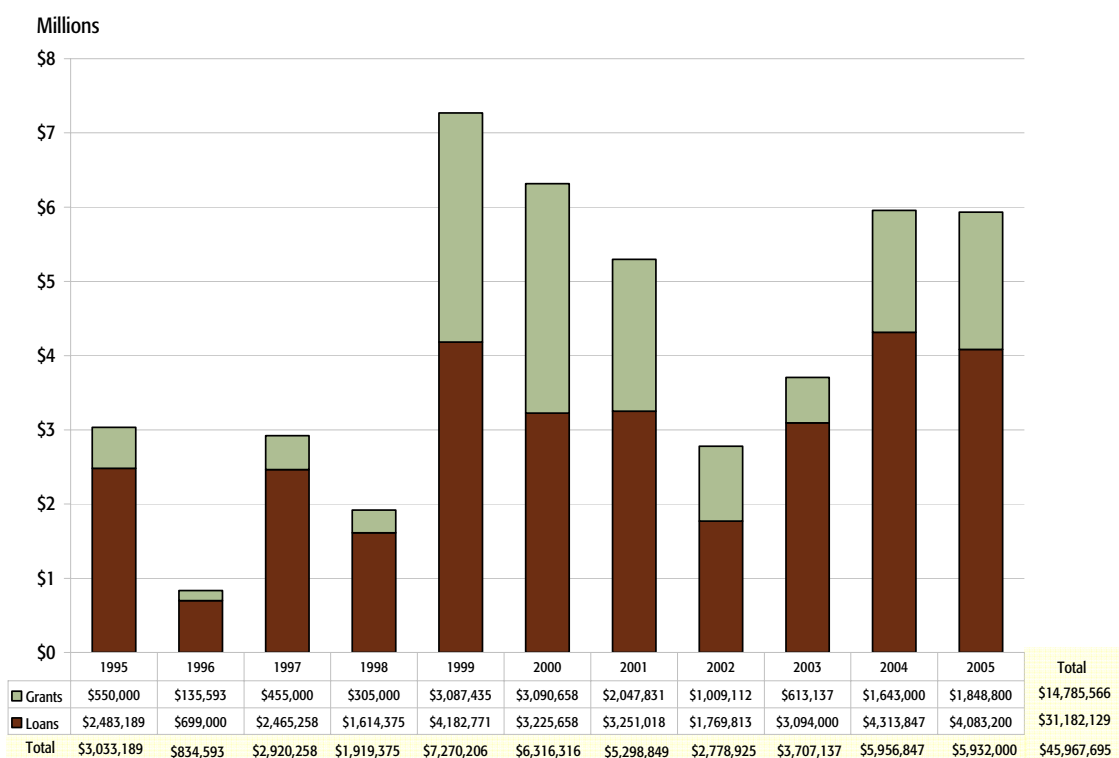
Note: A project may receive both a loan and grant from CERB. The totals in this table do not match the totals for the previous CERB tables because those tables combined loan and grant awards.

Summary of Award Counts

- The number of grants and the number of loans is nearly equal for the 1995-2005 time period. Three more grant awards than loan awards have been made. There have been 153 total awards made by CERB over the eleven-year time period studied.
- The percentage of grants has trended upward since 2002 to 65% in 2005. As a percentage of the number of annual awards, grants' share ranged from 65% of the total in 2005 to 25% in 1997.
- As a percentage of annual awards, loans' share ranged from 75% of the total in 1997 to 35% in 2005.

Exhibit E - 10 describes the amount of loans and grants awarded by CERB during the eleven-year period between 1995 and 2005.

Exhibit E - 10
Amount of Community Economic Revitalization Board
Loan and Grant Awards, 1995-2005



Source: Community Economic Revitalization Board Award History and Berk & Associates, 2005

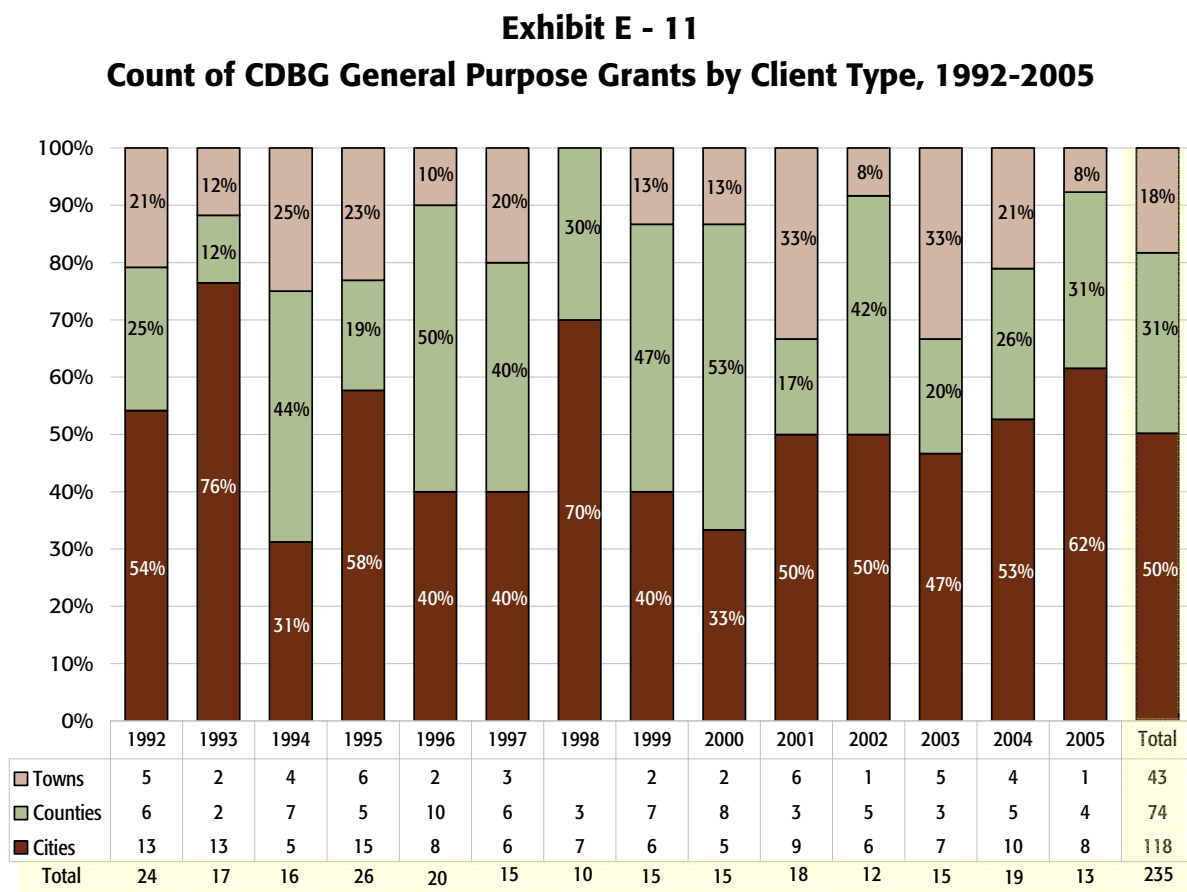
Summary of Award Amounts

- Between loans and grants, CERB has awarded \$46 million over the 1995-2005 time period. A total of \$31.2 million in loans made up the majority of funding, compared to \$14.8 million for grants.

- Annual loan amounts have ranged from \$4.3 million in 2004 to \$700,000 in 1996. With the exception of 2002, the amount of annual loan awards has remained at consistent levels. The average loan award was for \$415,762 during the analysis period.
- Annual grant amounts have ranged from \$3.1 million in 1999 and 2000 to \$135,000 in 1996. The annual amount of grants awarded decreased from 2000 to 2003 before rebounding in 2004. The average grant award was for \$189,559 during the analysis period.

3.3 Community Development Block Grant Programs

Exhibit E - 11 describes the number of General Purpose Grants awarded by CDBG to different client types during the fourteen-year period between 1992 and 2005.



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

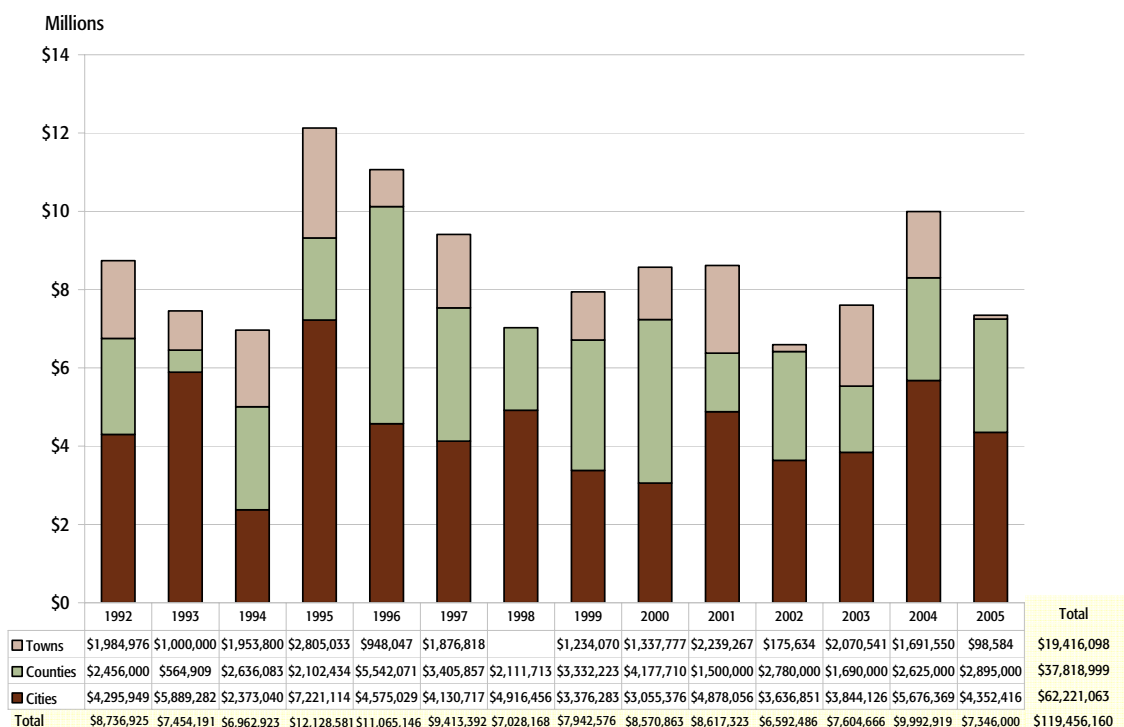
Summary of Grant Counts

- CDBG awarded 235 General Purpose Grants over the 1992 -2005 time period. After awarding a high of 26 awards in 1995, the annual number of awards trended downward; thirteen grants were awarded in 2005.
- Cities received half of the total number of grants awarded. As a percentage of annual awards, cities' share ranged from 76% of the total in 1993 to 31% in 1994.

- Counties received 31% of the total number of grant awards during the study period. As a percentage of annual awards, counties' share ranged from 53% of the total in 2000 to 12% in 1993.
- Towns received 18% of the total grant awards. As a percentage of annual awards, towns' share ranged from 33% of the total in 2001 and 2003 to no awards in 1998.

Exhibit E - 12 describes client funding levels by CDBG General Purpose Grants during the fourteen-year period between 1992 and 2005

Exhibit E - 12 Amount of CDBG General Purpose Grants by Client Type, 1992-2005



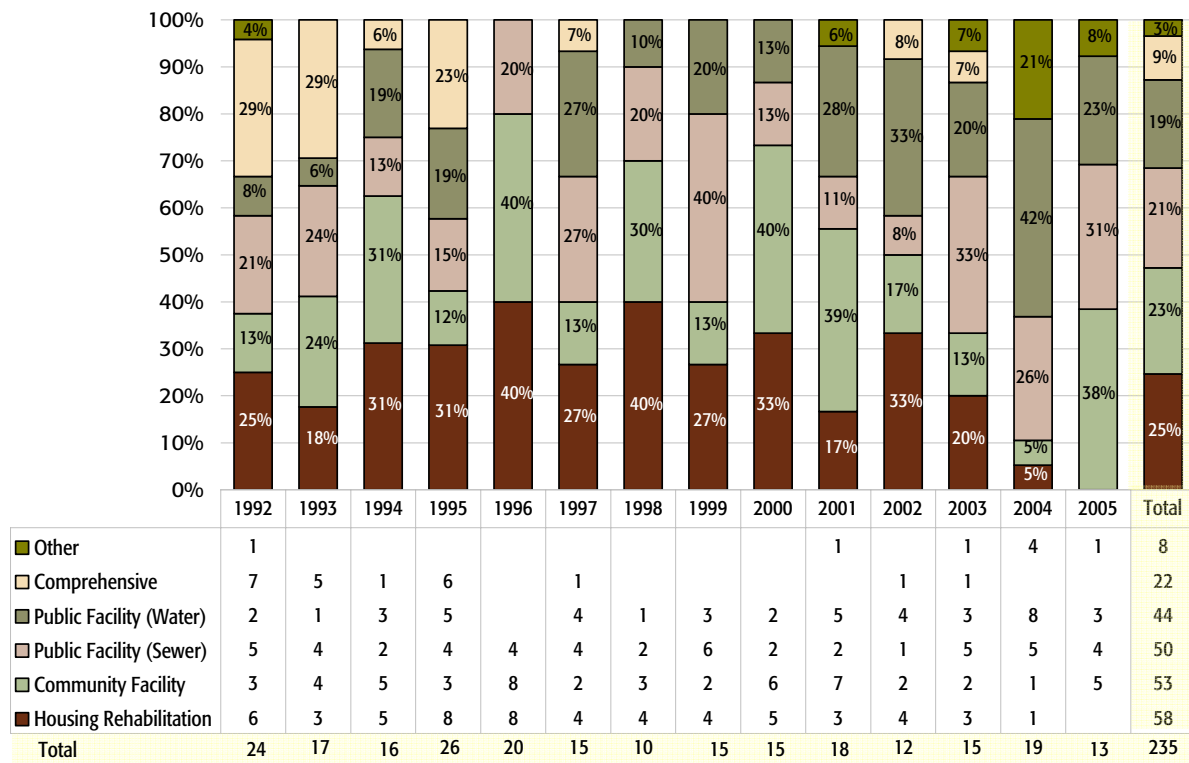
Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Summary of Grant Amounts

- CDBG has awarded over \$119 million in General Purpose Grants during the 1992-2005 time period. Annual grant amounts have ranged from \$12.1 in 1995 to \$6.6 million in 2002.
- Cities have collected the largest amount of grants, receiving \$62.2 million. Annual grant amounts have ranged from \$7.2 million in 1995 to \$2.4 million in 1994. Cities have the highest average award at \$527,000 per project.
- Counties have collected \$37.8 million over the time period. Annual grant amounts have ranged from \$5.5 million in 1996 to \$564,000 in 1993.
- Towns have collected \$19.4 million over the time period. Annual grant amounts have ranged from \$2.8 million in 1995 to no award in 1998.

Exhibit E - 13 describes the number of project types funded by CDBG General Purpose Grants during the fourteen-year period between 1992 and 2005.

Exhibit E - 13 Count of CDBG General Purpose Grants by Project Type, 1992-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Note: Comprehensive projects have multiple project types or activities.

Summary of Grant Counts

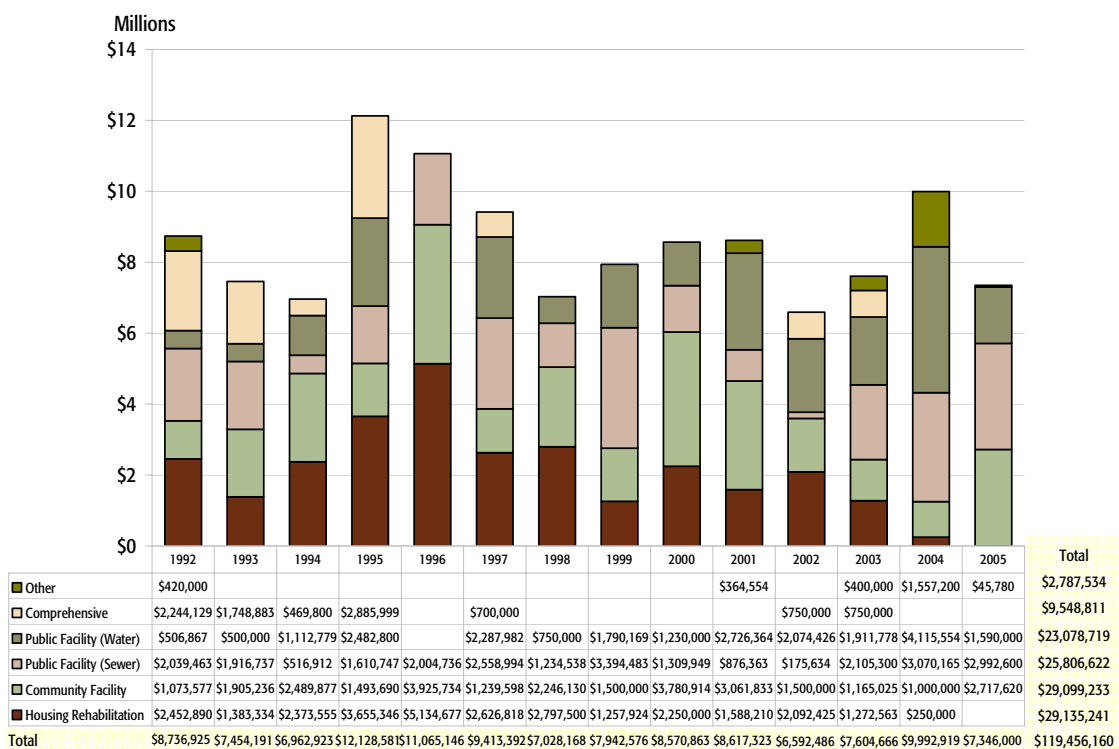
- Housing rehabilitation projects received 25% of all grant awards during the fourteen-year period studied. As a percentage of the annual grants, housing rehabilitation projects' share ranged from 40% in 1996 and 1998 to no awards in 2005. Since receiving 8 awards in 1995 and 1996, housing rehabilitation projects have trended downward, receiving no awards in 2005.
- Community facility projects received 23% of the total number of grant awards during the time period. As a percentage of annual grants, community facilities' share ranged from 40% of the total in 1996 and 2000 to 5% in 2004.
- Public facility (sewer) projects received 21% of all grant awards.
- Public facility (water) projects received 19% of all grant awards.
- Water and Sewer projects combined to receive 40% of all grant awards. As a percentage of annual grants, combined water/sewer projects' share ranged from 68% of the total in 2004 to 26% in 2000. Water and sewer projects have trended upward since 1998.

- Comprehensive and other projects have been awarded at lower percentages. In recent years, the number of comprehensive projects has trended downward, with only three such projects funded from 1996 to 2003, and none in 2004 or 2005.

Exhibit E - 14 describes project type funding levels by CDBG General Purpose Grants during the fourteen-year period between 1992 and 2005.

Exhibit E - 14

Amount of CDBG General Purpose Grants by Project Type, 1992-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Note: Comprehensive projects have multiple project types or activities.

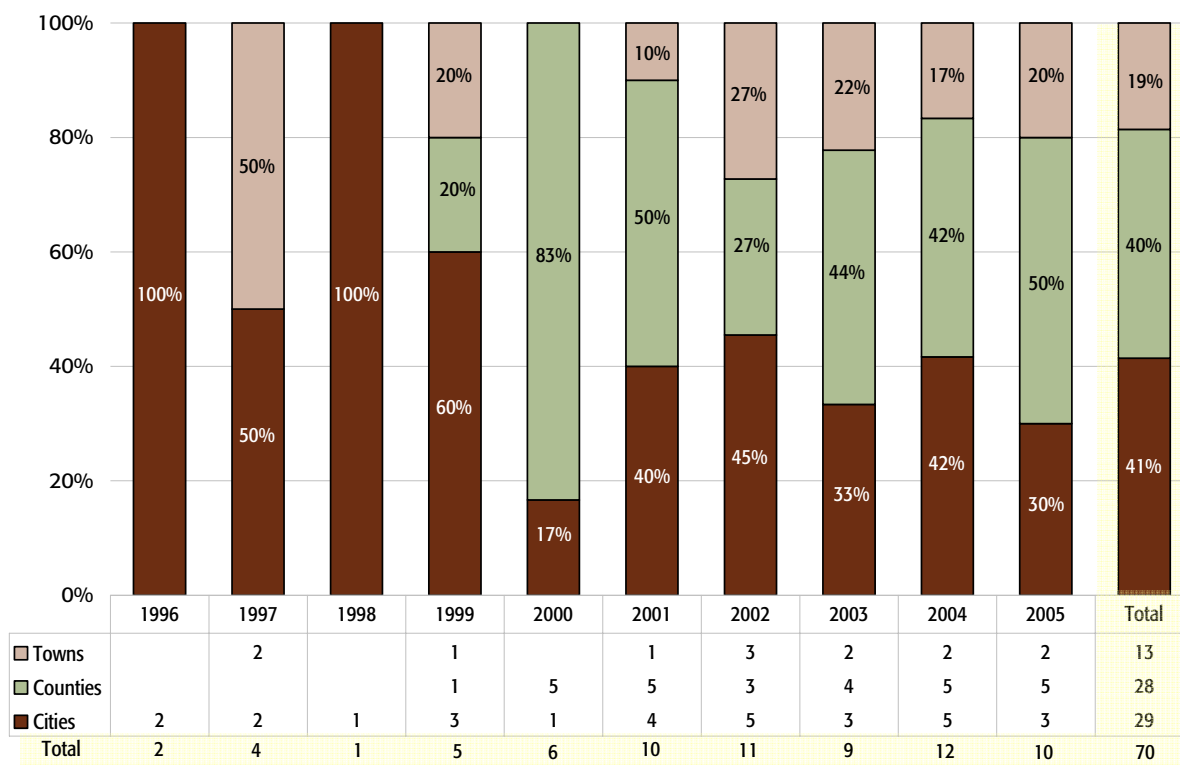
Summary of Grant Amounts

- Housing rehabilitation projects received the greatest number of grant awards, collecting \$29.1 million over the fourteen-year period. Annual grant amounts ranged from \$ 5.1 million in 1996 to no awards in 2005. The total annual amount of housing rehabilitation awards has trended downward since 1996.
- Community facilities have collected \$29.1 million. Annual grant award amounts ranged from \$3.9 million in 1996 to \$1 million in 2004. They have the highest average award amount of \$549,000 per project.

- Public facility (sewer) collected \$25.8 million over the study period. Annual grant awards amounts ranged from \$3.4 million in 1999 to \$175,000 in 2002.
- Public facility (water) collected \$23 million over the analysis period. Annual grant awards amounts ranged from \$4.1 million in 2004 to no awards in 1996.
- Combined water and sewer projects collected \$48.8 million over the study period.
- Comprehensive and other projects have been funded at relatively lower levels from 1992 to 2005.

Exhibit E - 15 describes the number of Community Investment Fund Grants awarded to clients by CDBG during the ten-year period between 1996 and 2005.

Exhibit E - 15
Count of CDBG Community Investment Fund Grants by Client Type, 1996-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Summary of Grant Counts

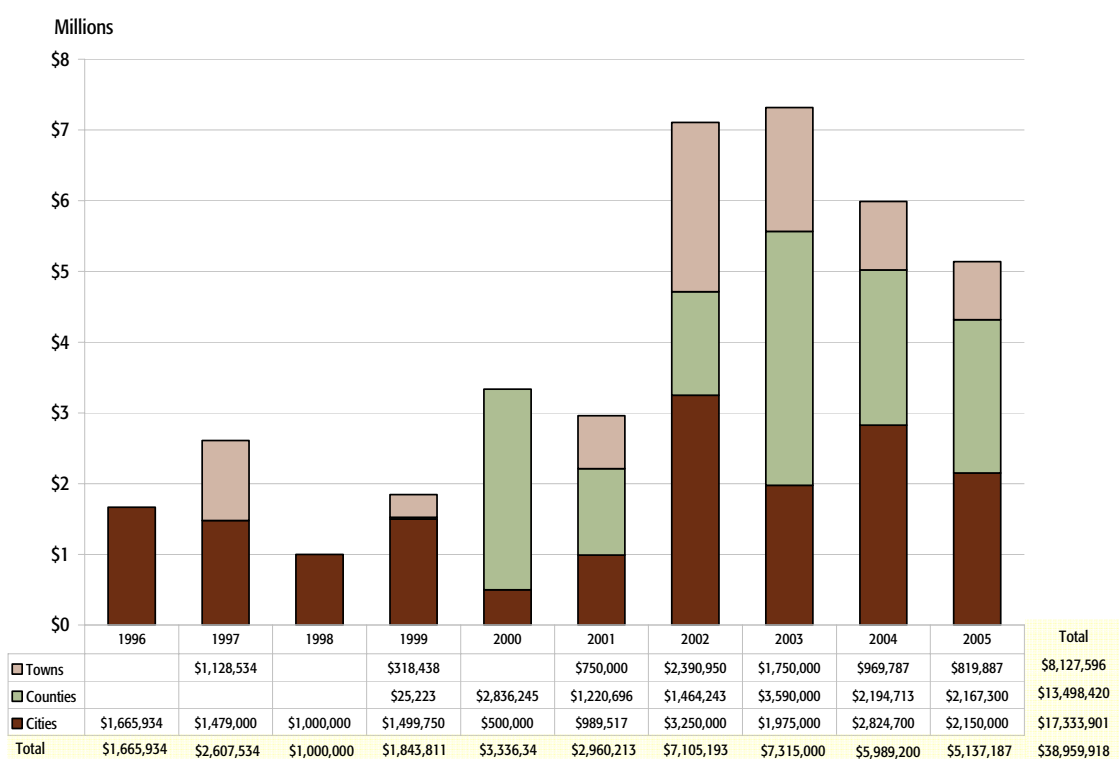
- CDBG awarded 70 Community Investment Fund grants over the ten-year time period. The number of grant awards has trended upward since 1996.
- Cities received 41% of the total number of grants awarded during the time period. As a percentage of annual grant awards, cities' share ranged from 100% of the total in 1996 and 1998 to 17% in 2000.

- Counties received 40% of all grant awards during the time period. As a percentage of annual grant awards, counties' share ranged from 83% of the total in 2000 to no awards between 1996 and 1999.
- Towns received 19% of the total grants awarded over the study period. As a percentage of annual grant awards, towns' share ranged from 50% of the total in 1997 to no awards in multiple years.

Exhibit E - 16 describes client funding levels by CDBG Community Investment Fund grants during the ten-year period between 1996 and 2005.

Exhibit E - 16

Amount of CDBG Community Investment Fund Grants by Client Type, 1996-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Summary of Grant Amounts

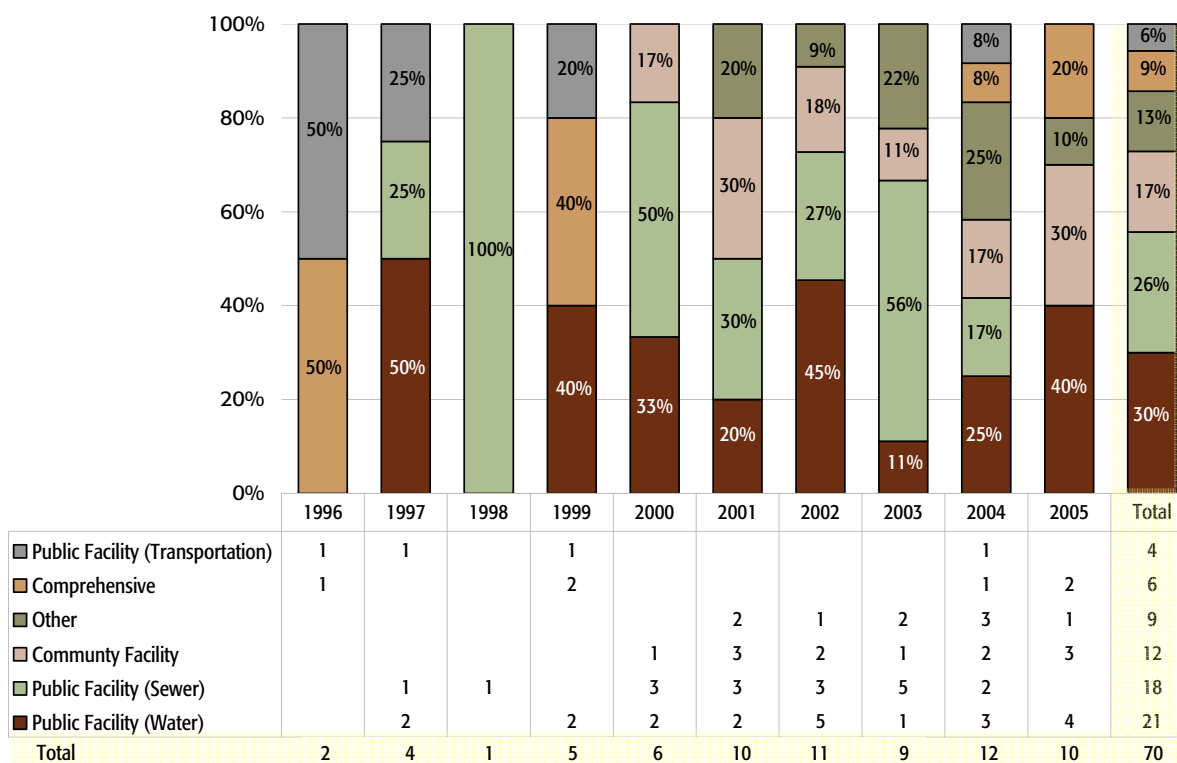
- CDBG has awarded \$39 million in Community Investment Fund Grants in the ten-year period between 1996 and 2005. Funding levels over the time period have trended upward.
- Cities received the largest amount, collecting \$17.3 million. Annual grant amounts ranged from \$3.3 million in 2002 to \$500,000 in 2000. Cities were the only client type to receive funding in every year of the analysis period.
- Counties collected \$13.5 million over the study period. Annual grant amounts ranged from \$3.6 million in 2003 to no awards in multiple years.

- Towns collected \$8.1 million over the analysis period. Annual grant amounts ranged from \$2.4 million in 2002 to no awards in multiple years. Towns had the highest average award of \$625,000 per project during the analysis time-frame.

Exhibit E - 17 describes the number of project types funded by the CDBG Community Investment Fund Grants during the ten-year period between 1996 and 2005.

Exhibit E - 17

Count of CDBG Community Investment Fund Grants by Project Type, 1996-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Note: Comprehensive projects have multiple project types or activities.

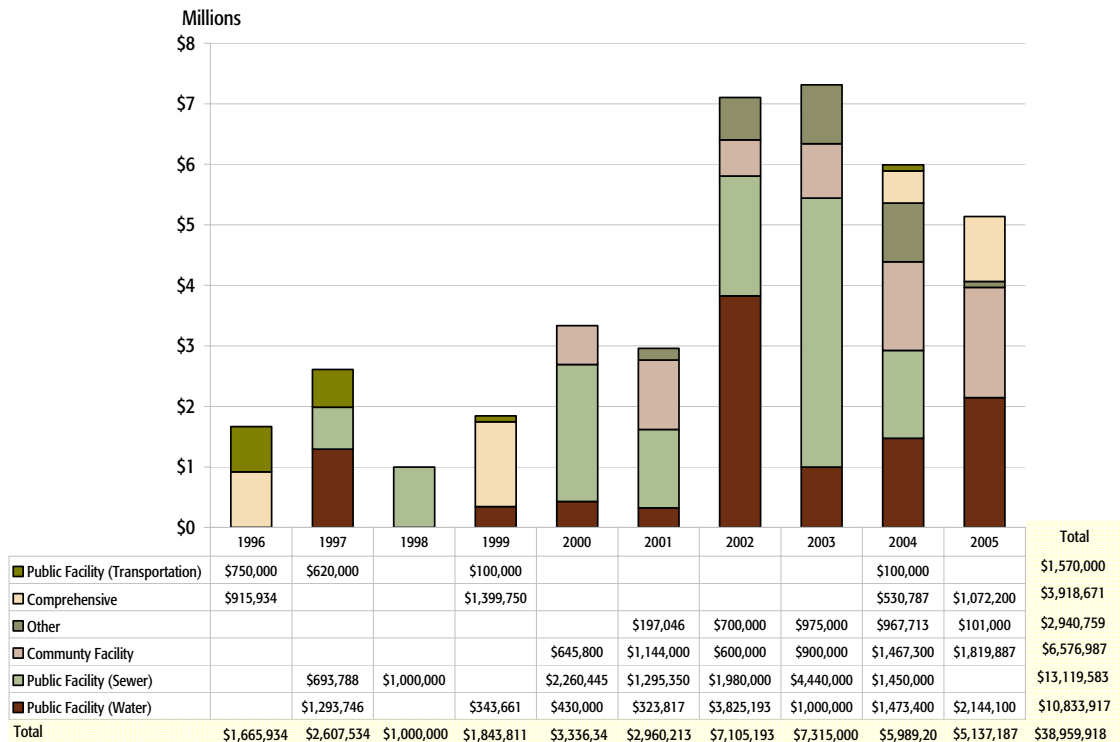
Summary of Grant Counts

- Public facilities (water) projects received the highest number of the total grants, amounting to 30% of Community Investment Fund Grants over the study period.
- Public facilities (sewer) projects received 26% of the total number of grants over the study period.
- Combined, water and sewer projects accounted for 56% of the total number of awards from 1996 to 2005.
- Community facilities received 17% of the total number of grant awards over the study period.
- Transportation received 6% of the total number of grant awards over the study period.

Exhibit E - 18 describes project type funding levels by CDBG Community Investment Fund Grants from the ten-year period between 1996 and 2005.

Exhibit E - 18

Amount of CDBG Community Investment Fund Grants by Project Type, 1996-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

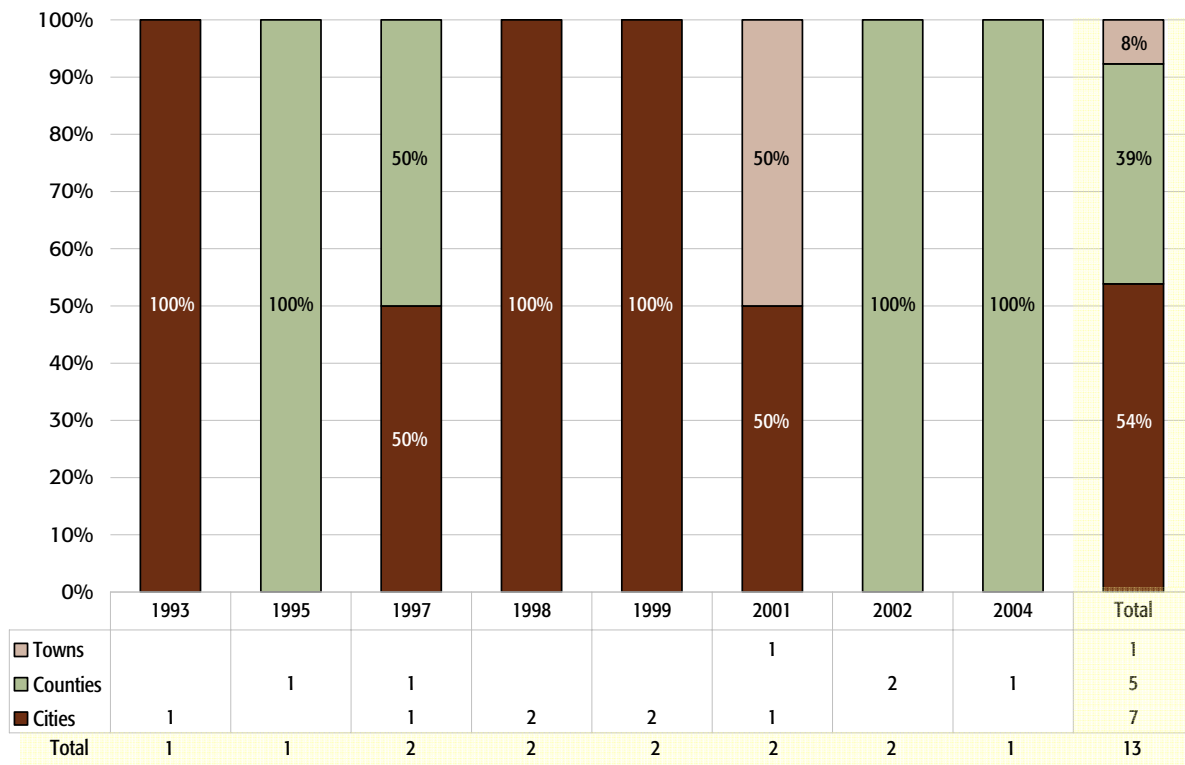
Note: Comprehensive projects have multiple project types or activities.

Summary of Grant Amounts

- Public facility (sewer) projects received the highest amount of Community Investment Fund grants, collecting \$13.1 million from 1996 to 2005. Sewer projects received the highest annual award amount total of \$4.4 million in 2003. Sewer projects had the highest average award of \$729,000 per project.
- Public facility (water) received \$10.8 million over the time period. Annual grant amounts ranged from \$3.8 million in 2002 to no awards in multiple years.
- Community facilities collected \$6.6 million over the ten-year period.
- Public facility (transportation), comprehensive, and other projects were funded at relatively lower levels between 1996 and 2005.

Exhibit E - 19 describes the number of Imminent Threat Grants awarded to clients by CDBG during the thirteen-year period between 1993 and 2004.

Exhibit E - 19
Count of CDBG Imminent Threat Grants by Client Type, 1993-2004



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Note: No Imminent Threat Grants awarded in 1994, 1996, 2000, 2003, and 2005.

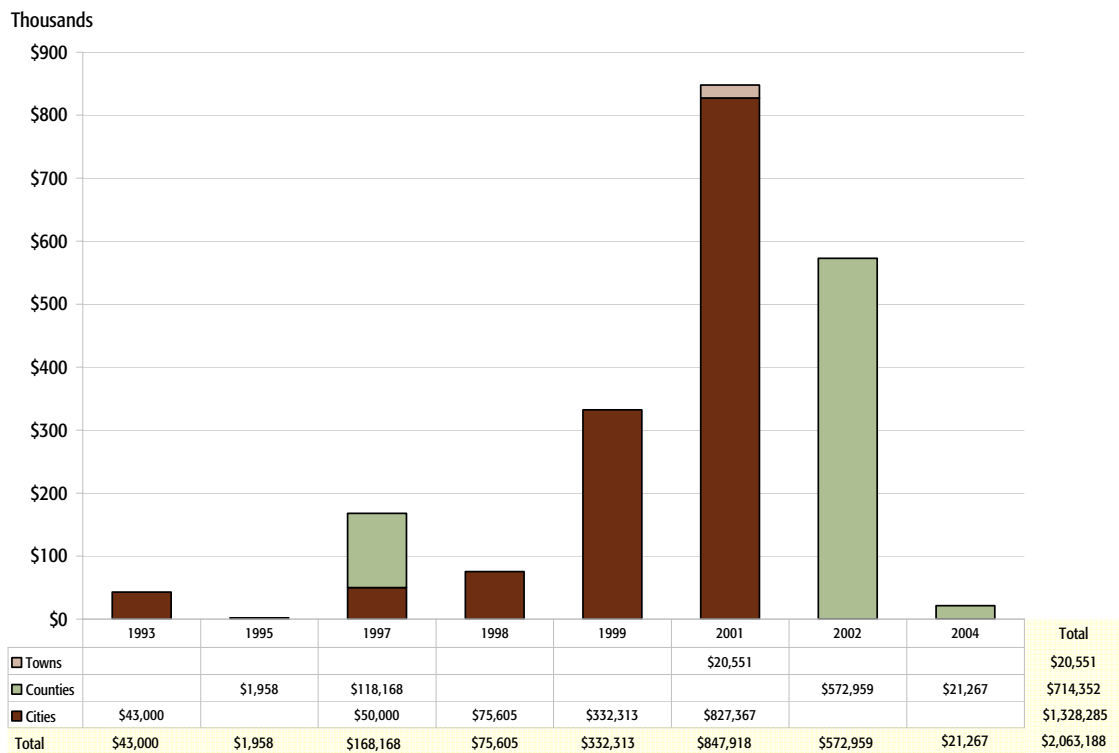
Summary of Grant Counts

- CDBG awarded 13 Imminent Threat Grants between 1993 and 2004, with one or two awards made each year.
- Cities were the main beneficiary, collecting 54% of the total number of grants during the time period.
- A handful of grants were sporadically awarded to counties and towns from 1993 to 2004.
- There were no grants awarded in 1994, 1996, and 2003.

Exhibit E - 20 describes client funding levels by CDBG Imminent Threat Grants during the twelve-year period between 1993 and 2004.

Exhibit E - 20

Amount of CDBG Imminent Threat Grants by Client Type, 1993-2004



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

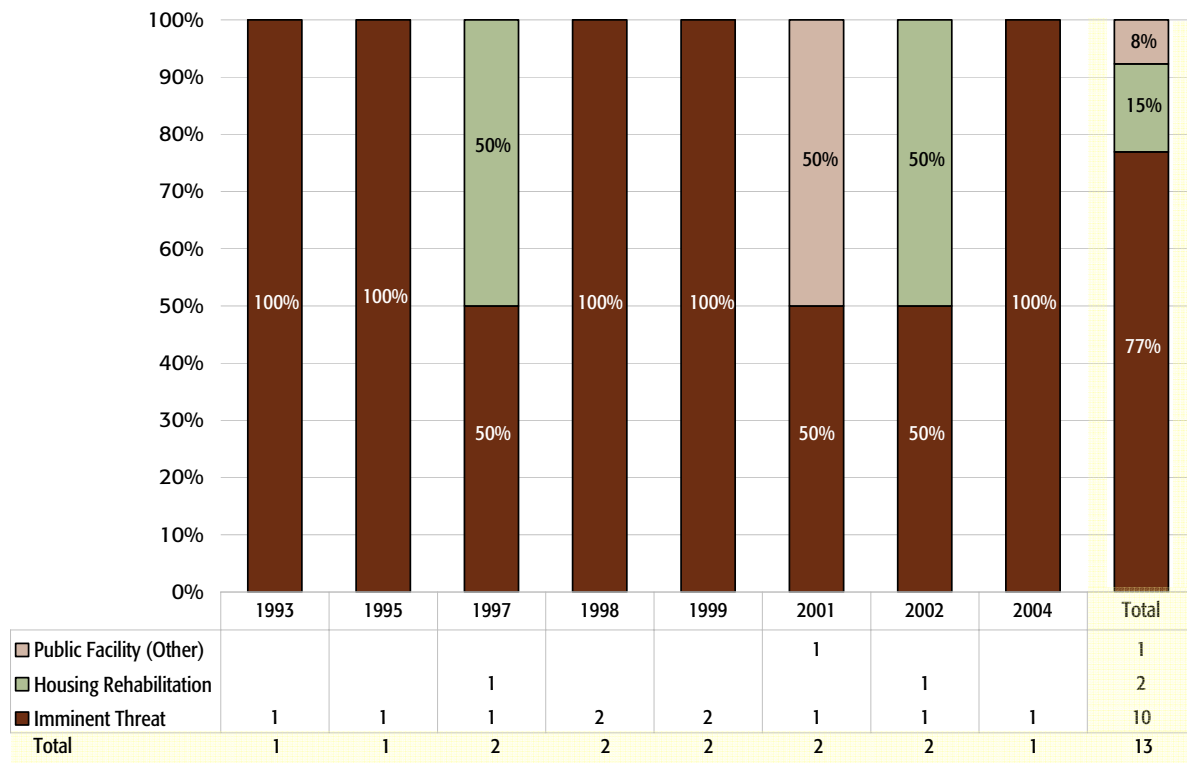
Note: No Imminent Threat Grants awarded in 1994, 1996, 2000, 2003, and 2005.

Summary of Grant Amounts

- CDBG awarded \$2 million in Imminent Threat Grants between 1993 and 2004. The highest award was in 2001 for \$827,367. The average award was for \$159,000.
- Cities received the largest grant amount, collecting \$1.3 million for the study period. Cities had the highest average award of \$190,000 per project.
- A town received \$20,551 for one award in 2001.
- No client type received funding in every year over the study period.

Exhibit E - 21 describes the number of project types funded by the CDBG Imminent Threat grants during the twelve-year period between 1993 and 2004.

Exhibit E - 21 Count of CDBG Imminent Threat Grants by Project Type, 1993-2004



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

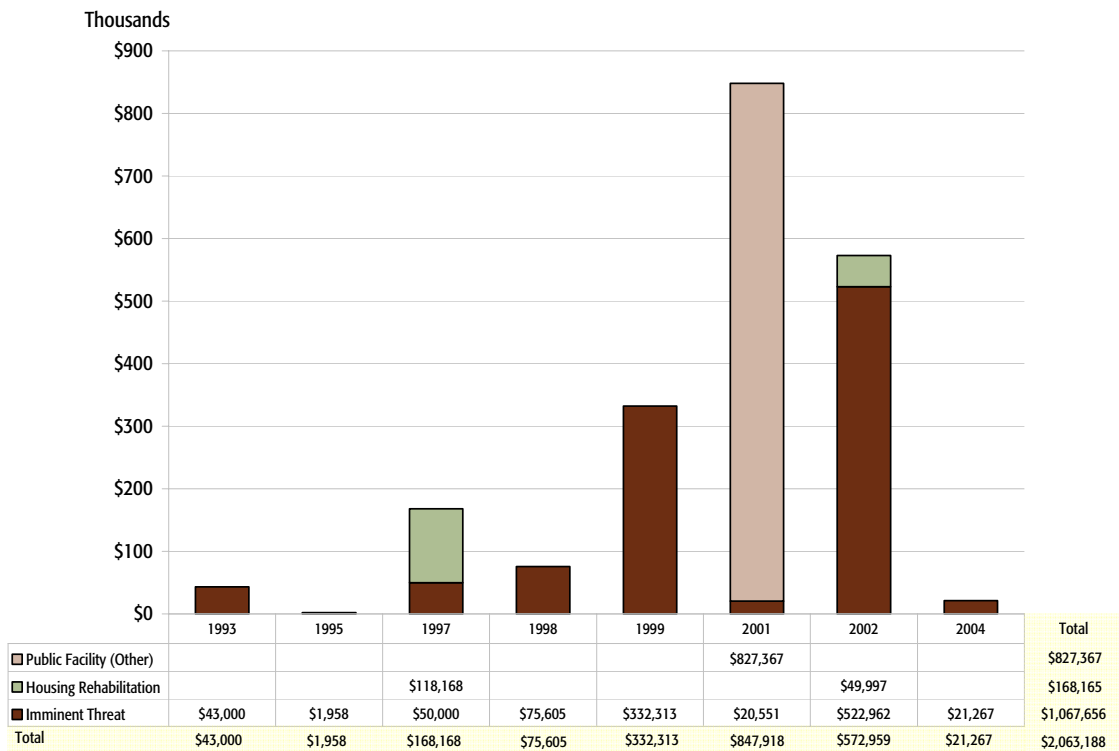
Note: No Imminent Threat Grants awarded in 1994, 1996, 2000, 2003, and 2005. Imminent threat projects encompass a broad range of project and activity types.

Summary of Grant Counts

- Projects categorized as imminent threat received the most frequent number of grants during the thirteen year time period, 77% of the 13 total awards.
- Housing rehabilitation and public facility (other) were awarded the remaining three grants during the study period.

Exhibit E - 22 describes project type funding levels by CDBG Imminent Threat grants during the twelve-year period between 1993 and 2004.

Exhibit E - 22 Amount of CDBG Imminent Threat Grants by Project Type, 1993-2004



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

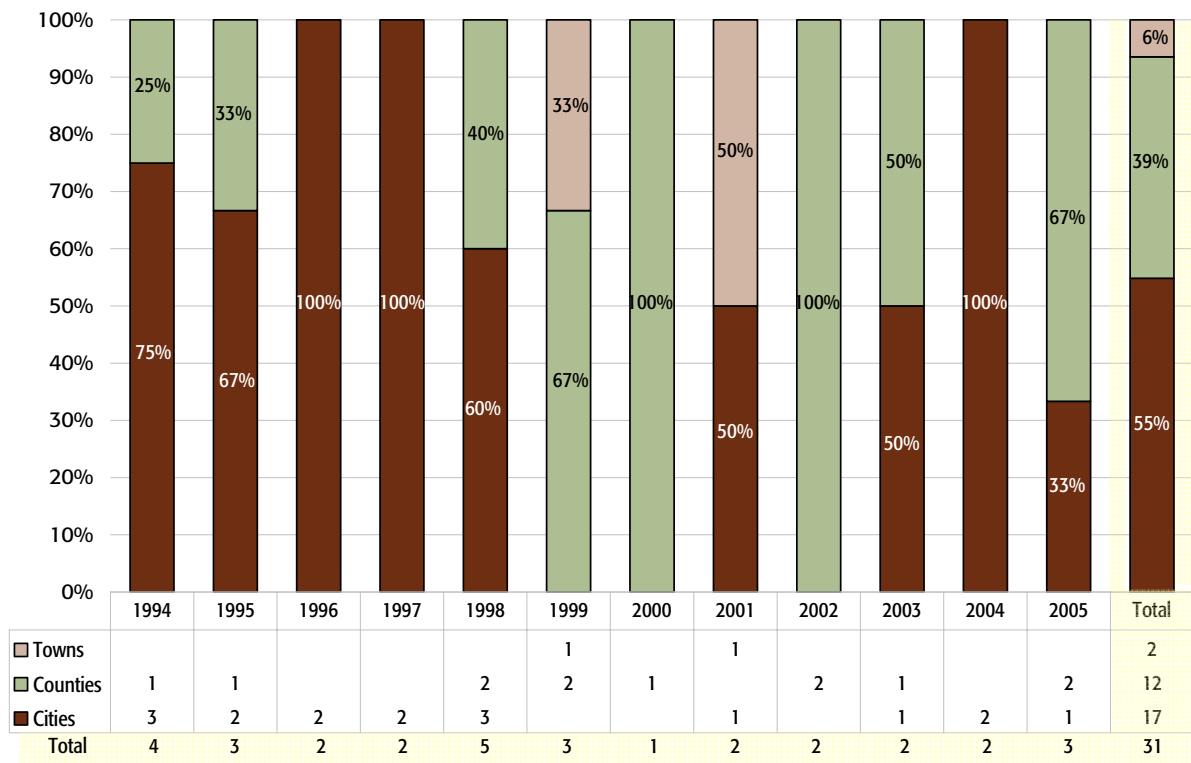
Note: No Imminent Threat Grants awarded in 1994, 1996, 2000, 2003, and 2005. Imminent threat projects encompass a broad range of project and activity types.

Summary of Grant Amounts

- Imminent threat projects received the largest award amount during the analysis period, collecting \$1.1 million of the total \$2.1 million awarded.
- The largest award went in 2001 to public facility (other) for \$827,000.

Exhibit E - 23 describes the number of Housing Enhancement Grants awarded to clients by CDBG during the twelve-year period between 1994 and 2005.

Exhibit E - 23
Count of CDBG Housing Enhancement Grants by Client Type, 1994-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

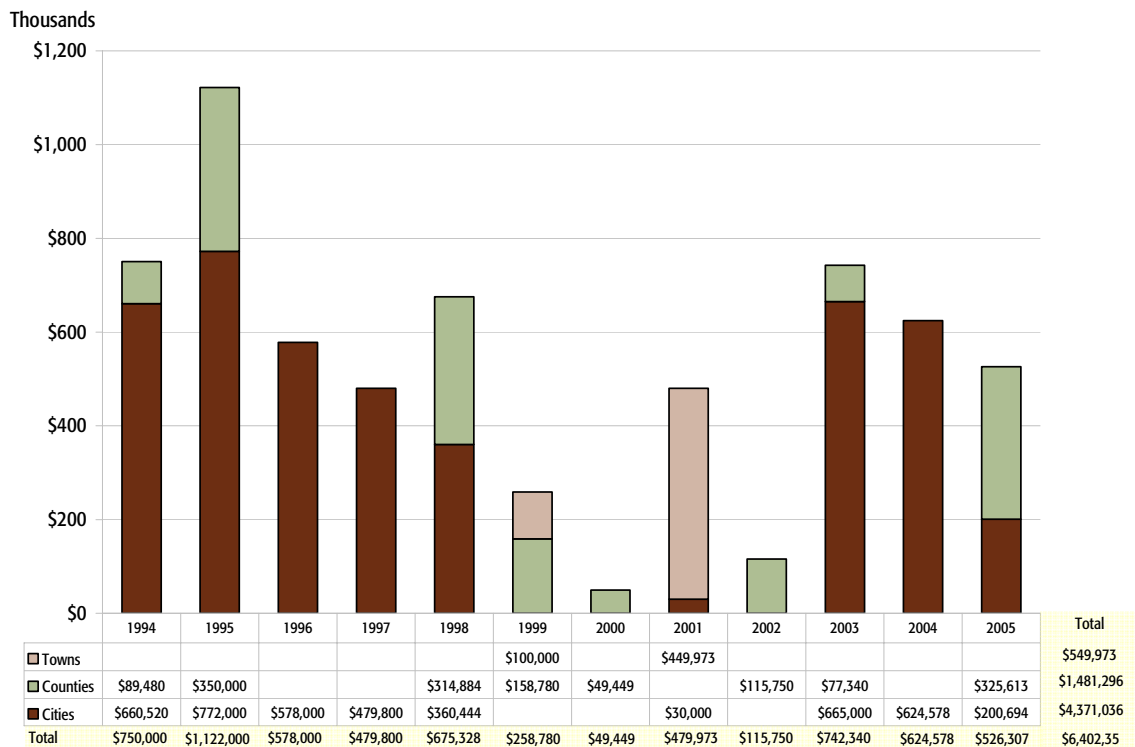
Summary of Grant Counts

- CDBG awarded 31 Housing Enhancement Grants over the twelve-year period between 1994 and 2005. The greatest number of grants awarded in any single year during the study period was five in 1998.
- Cities received 55% of the total number of grants between 1994 and 2005.
- Towns received grants in only 1999 and 2001.

Exhibit E - 24 describes client funding levels by CDBG Housing Enhancement Grants during the twelve-year period between 1994 and 2005.

Exhibit E - 24

Amount of CDBG Housing Enhancement Grants by Client Type, 1994-2005



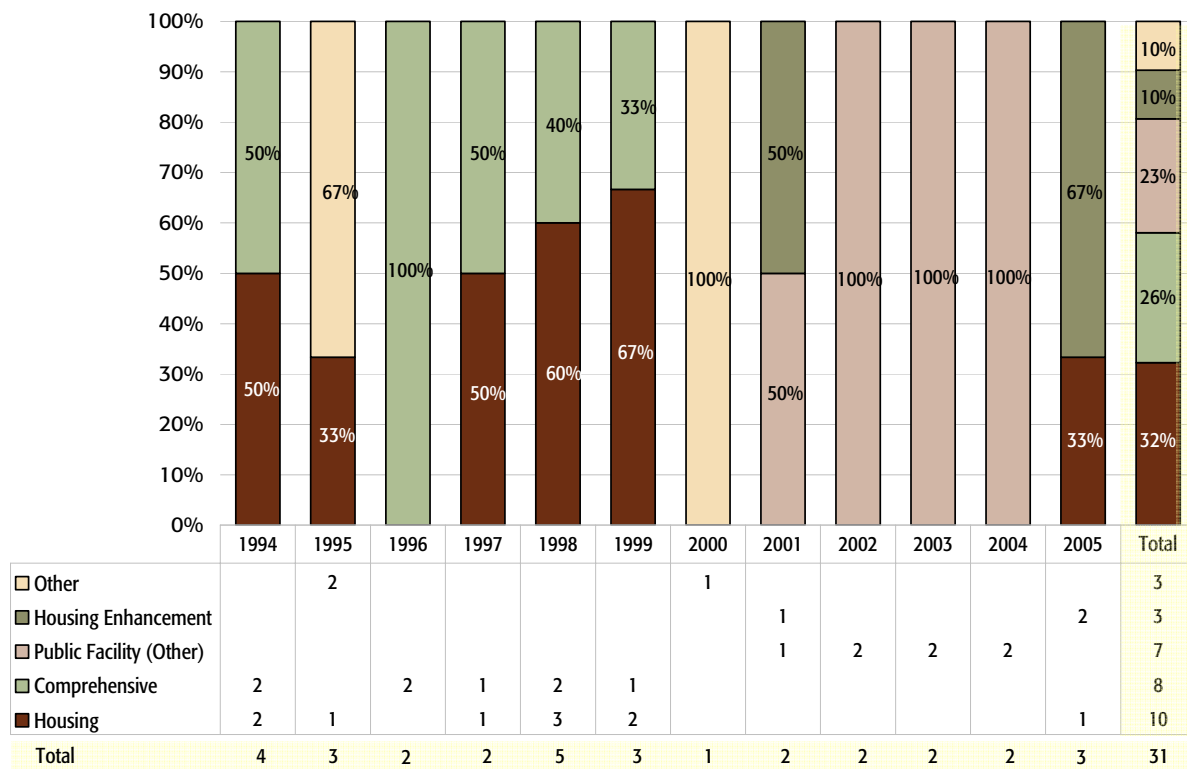
Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Summary of Grant Amounts

- CDBG awarded \$6.4 million in Housing Enhancement grants over the twelve-year period. Annual award amounts ranged from \$1.1 million in 1995 to \$49,000 in 2000. Housing Enhancement awards have trended downward over that time range. The average award was \$207,000.
- Cities have been the largest beneficiary, collecting \$4.4 million over the study period.
- Counties received \$1.5 million over the twelve year period.
- Towns received \$550,000 over the analysis period.

Exhibit E - 25 describes the number of project types funded by the CDBG Housing Enhancement grants during the twelve-year period between 1994 and 2005.

Exhibit E - 25 Count of CDBG Housing Enhancement Grants by Project Type, 1994-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Note: Comprehensive projects have multiple project types or activities. Public facility (other) includes an array of facilities and activities.

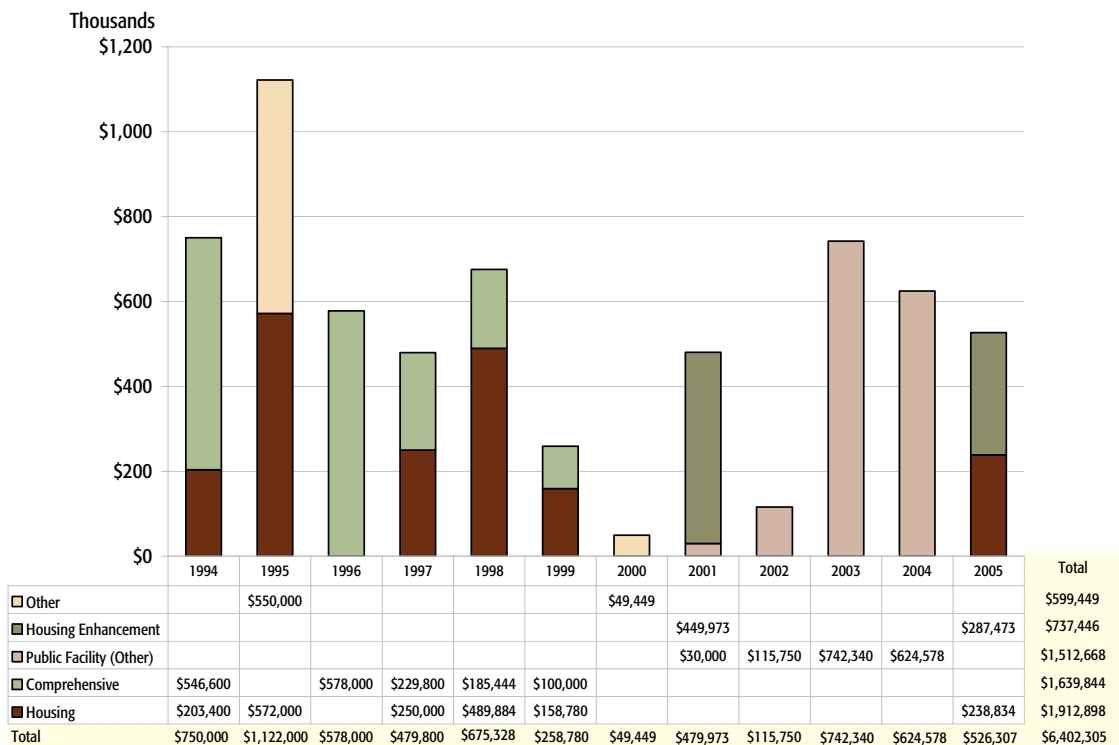
Summary of Grant Counts

- Housing projects received the greatest number of grants between 1994 and 2005, collecting 32%.
- Public facility (other) received 100% of grants awarded between 2002 and 2004.
- Housing enhancement projects received 10% of the total grant awards for the study period.

Exhibit E - 26 describes project type funding levels by CDBG Housing Enhancement grants during the twelve-year period between 1994 and 2005.

Exhibit E - 26

Amount of CDBG Housing Enhancement Grants by Project Type, 1994-2005



Source: Community Development Block Grant Program Award History and Berk & Associates, 2005

Note: Comprehensive projects have multiple project types or activities.

Summary of Grant Amounts

- Housing, comprehensive, and public facility (other) projects received nearly equal amounts of grant awards over the study period. Total award amounts ranged from \$1.9 to \$1.5 million.
- The average housing award was \$191,000 over the analysis period.
- Public facility (other) received the largest annual award amount of \$742,000 in 2003.
- Housing enhancement projects collected \$737,000 over the study period.

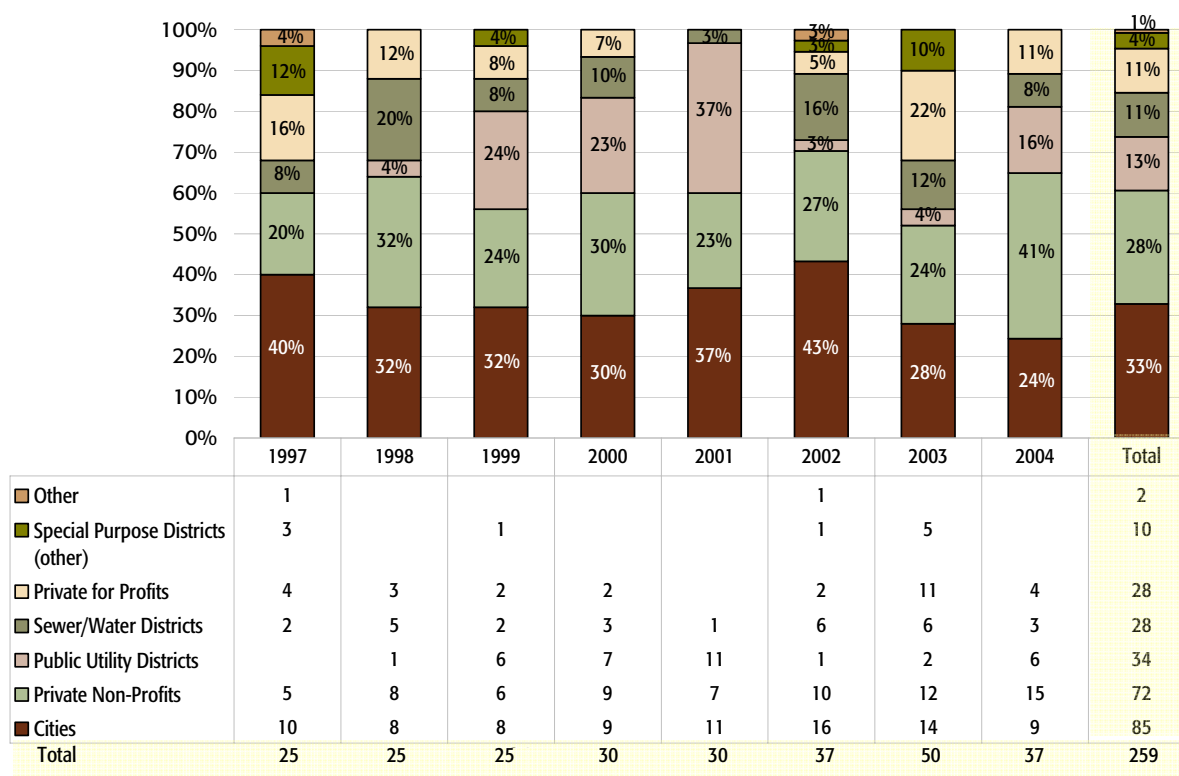
4.0 DEPARTMENT OF HEALTH AND DEPARTMENT OF COMMUNITY, TRADE AND ECONOMIC DEVELOPMENT (JOINTLY ADMINISTERED)

4.1 Drinking Water State Revolving Fund

Exhibit E - 27 describes the number of DWSRF loans awarded to clients during the eight-year period between 1997 and 2004.

Exhibit E - 27

Count of 4.1 Drinking Water State Revolving Fund Loans by Client Type, 1997-2004



Source: Public Works Board Award History and Berk & Associates, 2005

Note: Special Purpose District (other) includes seven irrigation districts, two ports districts, and a reclamation district. Other includes a county and a housing authority. Private Non-Profit includes water, home, and community associations' awards.

Summary of Loan Counts

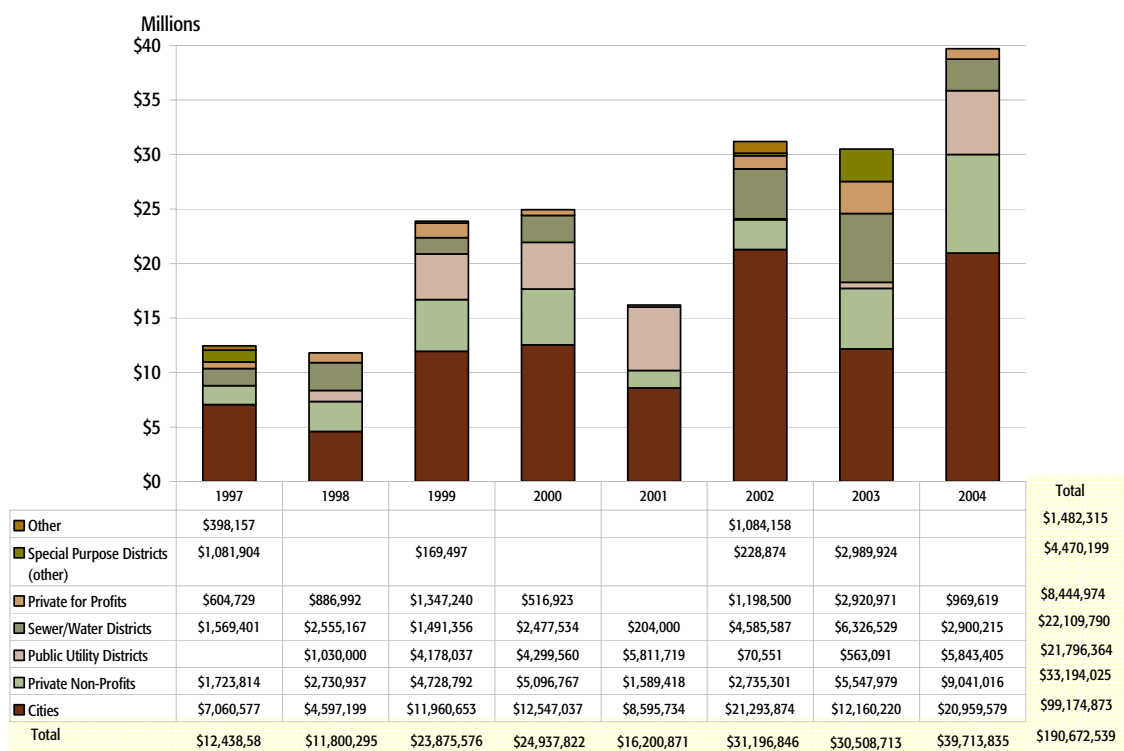
- DWSRF awarded 259 total loans between 1997 and 2004. The number of loan awards ranged from 50 in 2003 to 25 in 1997, 1998 and 1999. The number of loan awards has trended upward over the time period.
- Cities are the most frequent beneficiaries of DWSRF loans, collecting 33% over the time period. Annual city loan percentages ranged between 43% of the total in 2002 to 24% in 2004.

- Private non-profit clients received 28% of the total loans over the time period. Annual loan awards ranged from 41% of the total number in 2004 to 20% in 1997.
- Loans to public utility districts increased from 4% of the total annual share of awards in 1998 to 37% in 2001 before falling to 3% in 2002.
- Counties received one loan in 2002 over the analysis period.

Exhibit E - 28 describes client funding levels by DWSRF loans during the eight-year period between 1997 and 2004.

Exhibit E - 28

Amount of Drinking Water State Revolving Fund Loans by Client Type, 1997-2004



Source: Public Works Board Award History and Berk & Associates, 2005

Note: Special Purpose District (other) includes seven irrigation districts, two ports districts, and a reclamation district. Other includes a county and a housing authority. Private Non-Profit includes water, home, and community associations' awards.

Summary of Loan Amounts

- DWSRF loaned \$190.7 million between 1997 and 2004. The largest annual loan total was in 2004 for \$39.7 million. The amount loaned has trended upward over the time period. Annual loan amounts ranged from \$39.7 million in 2004 to \$11.8 million in 1998. The average loan was for \$736,000.

- Cities received the largest loan amount (\$99.1 million) over the analysis period, almost triple the next highest client type. Annual loan amounts for cities ranged from \$21.0 million in 2004 to \$4.6 in 1998. Cities had the highest average loan of \$1.2 million per project.
- Private non-profit clients collected \$33.2 million over the time period. Annual loan amounts ranged from \$9 million in 2004 to \$1.6 million in 2001.
- Counties collected a single loan award for the analysis period in 2002 for \$1.1 million.

Exhibit E - 29 describes the number and amount of project types funded by the DWSRF loans during the eight-year period between 1997 and 2004.

Exhibit E - 29

Amount of Drinking Water State Revolving Fund Loan by Project Type, 1997-2004

	1997	1998	1999	2000	2001	2002	2003	2004	Client Total
Domestic Water									
Number of Awards	25	25	25	30	30	37	50	37	259
Amount of Awards	\$12,438,581	\$11,800,295	\$23,875,576	\$24,937,822	\$16,200,871	\$31,196,846	\$30,508,713	\$39,713,835	\$190,672,539

Source: Public Works Board Award History and Berk & Associates, 2005

Summary of Loans

- All loan awards went to domestic water projects, totaling \$190 million over eight years.

4.2 Water System Acquisition and Rehabilitation Program

Exhibit E - 30 describes the number and amount of grants awarded to clients by WSARP in 2004, the program's first year.

Exhibit E - 30

Count of Water System Acquisition and Rehabilitation Program Awards by Client Type, 2004

	2004
Public Utility Districts	
Number of Awards	8
Amount of Awards	\$1,495,037
Special Purpose Districts	
Number of Awards	4
Amount of Awards	\$1,831,565
Cities	
Number of Awards	2
Amount of Awards	\$673,398
Year Total	
Number of Awards	14
Amount of Awards	\$4,000,000

Source: Public Works Board Award History and Berk & Associates, 2005

Note: Special Purpose District includes three sewer/water districts and one irrigation district awards.

Summary of Award Counts

- WSARP awarded 14 grants in 2004 totaling \$4 million.
- Public utility districts received 57% of the total number of WSARP grants in 2004.
- Special purpose districts had the highest average grant award of \$485,000 per project.

Exhibit E - 31 describes the number and amount of project types funded by the WSARP grants in 2004.

Exhibit E - 31

Amount of Water System Acquisition and Rehabilitation Program Awards by Project Type, 2004

	2004
Domestic Water	
Number of Awards	14
Amount of Awards	\$4,000,000

Source: Public Works Board Award History and Berk & Associates, 2005

Summary of Award Amounts

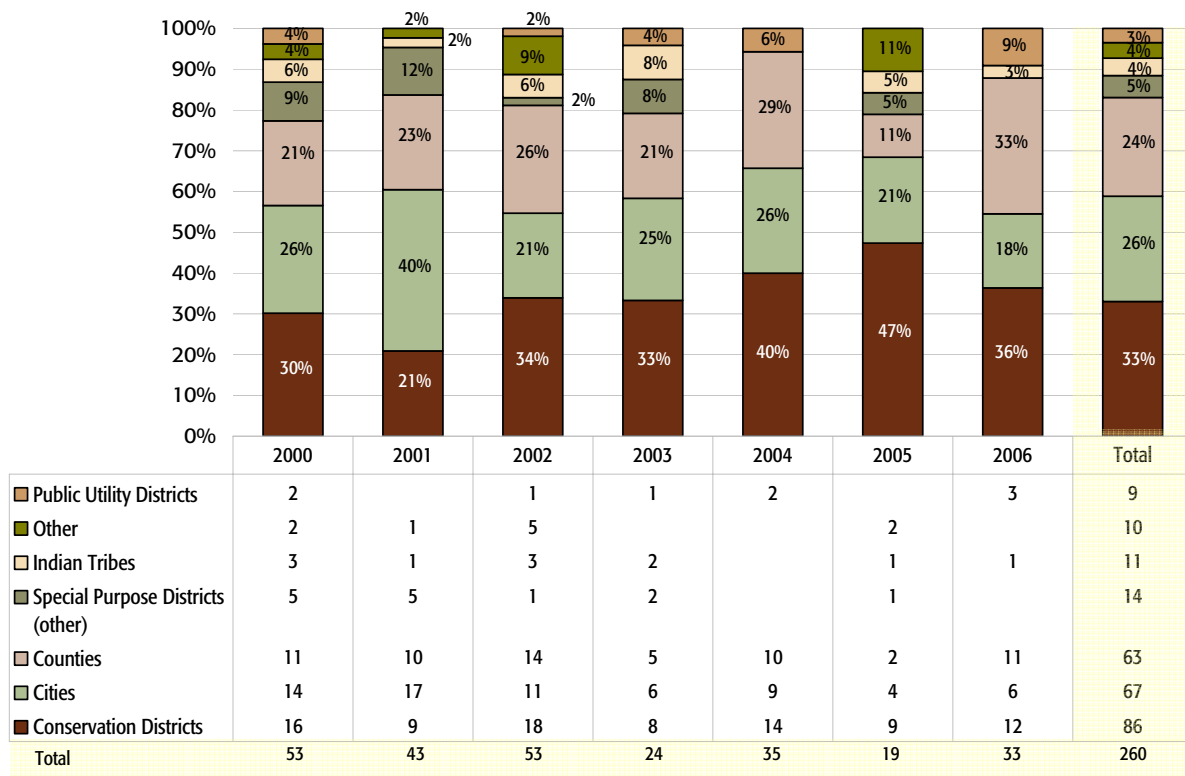
- All grant awards went to domestic water projects.
- The average project award was \$286,000.

5.0 DEPARTMENT OF ECOLOGY

5.1 Centennial Clean Water Fund

Exhibit E - 32 describes the number of awards to clients by CCWF during the seven-year period between 2000 and 2006.

Exhibit E - 32
Count of Centennial Clean Water Fund Awards by Client Type, 2000-2006



Source: Department of Ecology Water Quality Program Award History (2000-2006) and Berk & Associates, 2005

Note: Other includes five State University awards, two alliance awards, one salmon enhancement group award, one salmon recovery board award, and one State department award. Special Purpose District (other) includes four sewer/water districts, four health districts, three boards, two reclamation districts, and one port.

Summary of Award Counts

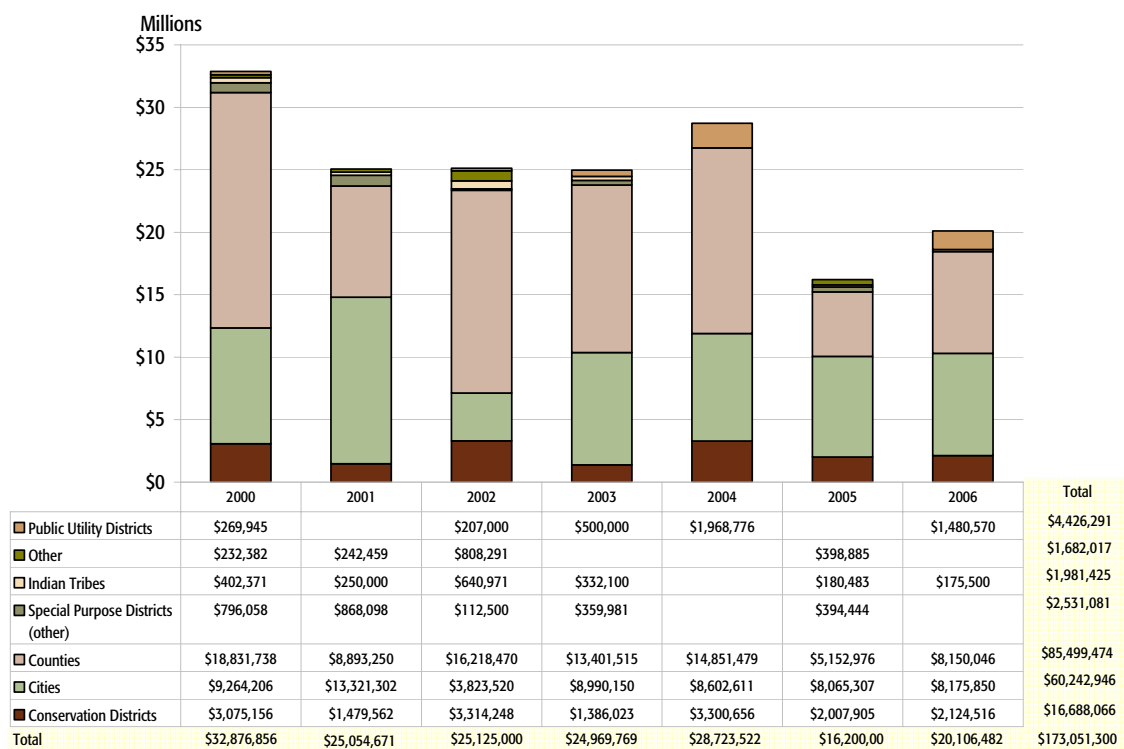
- CCWF made 260 awards over the seven-year time period. Annual award numbers ranged from 53 in 2000 and 2002 to 19 in 2005. The number of CCWF awards has trended downward over the study period.
- Conservation districts are the most frequent beneficiaries, collecting 33% of the total number awards over the analysis period. The percentage of annual awards these districts received ranged from 47% of the total in 2005 to 21% in 2001.

- Cities received 26% of the total number of awards over the analysis period. The percentage of annual awards to cities ranged from 40% of the total in 2001 to 18% in 2006.
- Counties received 24% of the total number of awards over the analysis period. The percentage of annual awards ranged from 33% of the total in 2006 to 11% in 2005.
- Tribes received 4% of the total number of awards over the analysis period. The percentage of annual awards ranged from 8% of the total in 2003 to no awards in 2004.
- Public utility district received 3% of the total number of awards over the analysis period, collecting seven awards.

Exhibit E - 33 describes client funding levels by CCWF awards during the seven-year period between 2000 and 2006.

Exhibit E - 33

Amount of Centennial Clean Water Fund Awards by Client Type, 2000-2006



Source: Department of Ecology Water Quality Program Award History (2000-2006) and Berk & Associates, 2005

Note: Other includes five State University awards, two alliance awards, one salmon enhancement group award, one salmon recovery board award, and one State department award. Special Purpose District (other) includes four sewer/water districts, four health districts, three boards, two reclamation districts, and one port.

Summary of Award Amounts

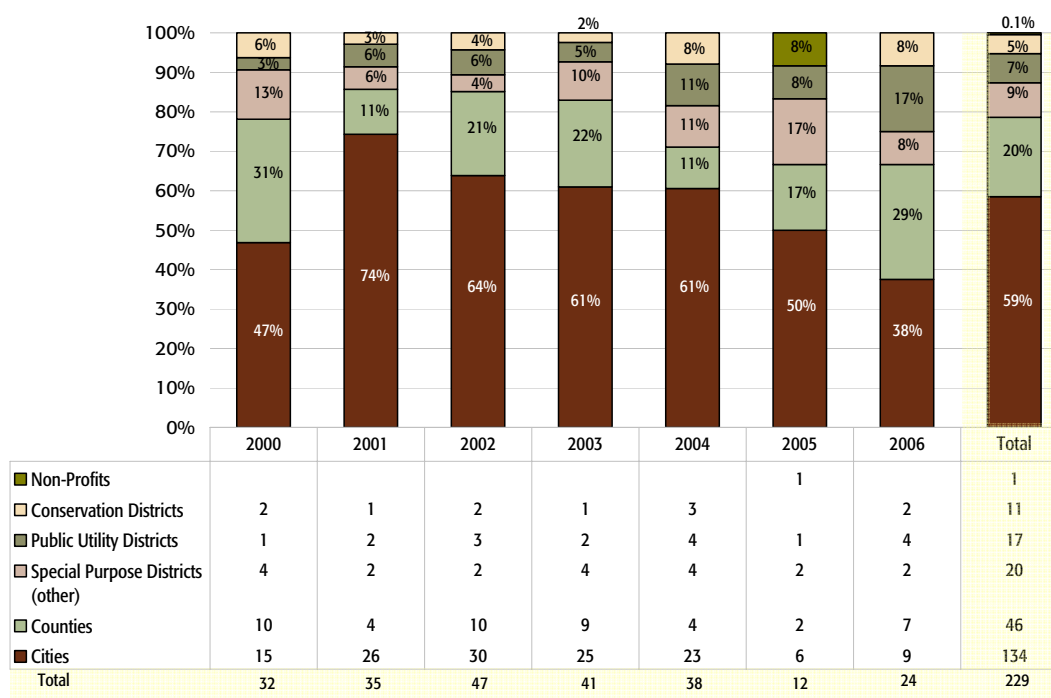
- CCWF awarded a total of \$173.1 million between 2000 and 2006. Annual award amounts ranged from \$32.9 million in 2000 to \$16.2 million in 2005. Annual award amounts have trended slightly downward over the analysis period. The average award for the study period was \$666,000.
- Counties received the largest amount of CCWF awards, collecting \$85.5 million over the seven year time period. Annual award amounts ranged from \$18.8 million in 2000 to \$5.2 million in 2005. Counties have the highest average award of \$1.4 million per project for the study period.
- The amount awarded to counties has concomitantly trended downward with the total amount of CCWF awards over the study period.
- Cities received \$60.2 million over the time period. Annual award amounts ranged from \$13.3 million in 2001 to \$3.8 million in 2002.
- Public utility districts received \$4.4 million in total awards over the time period.
- Tribes received \$2.0 million in total awards over the time period.

5.2 Water Pollution Control Revolving Fund

Exhibit E - 34 describes the number of WPCRF loans awarded to clients during the seven-year period between 2000 and 2006.

Exhibit E - 34

Count of Water Pollution Control Revolving Fund Loans by Client Type, 2000-2006



Source: Department of Ecology Water Quality Program Award History (2000-2006) and Berk & Associates, 2005

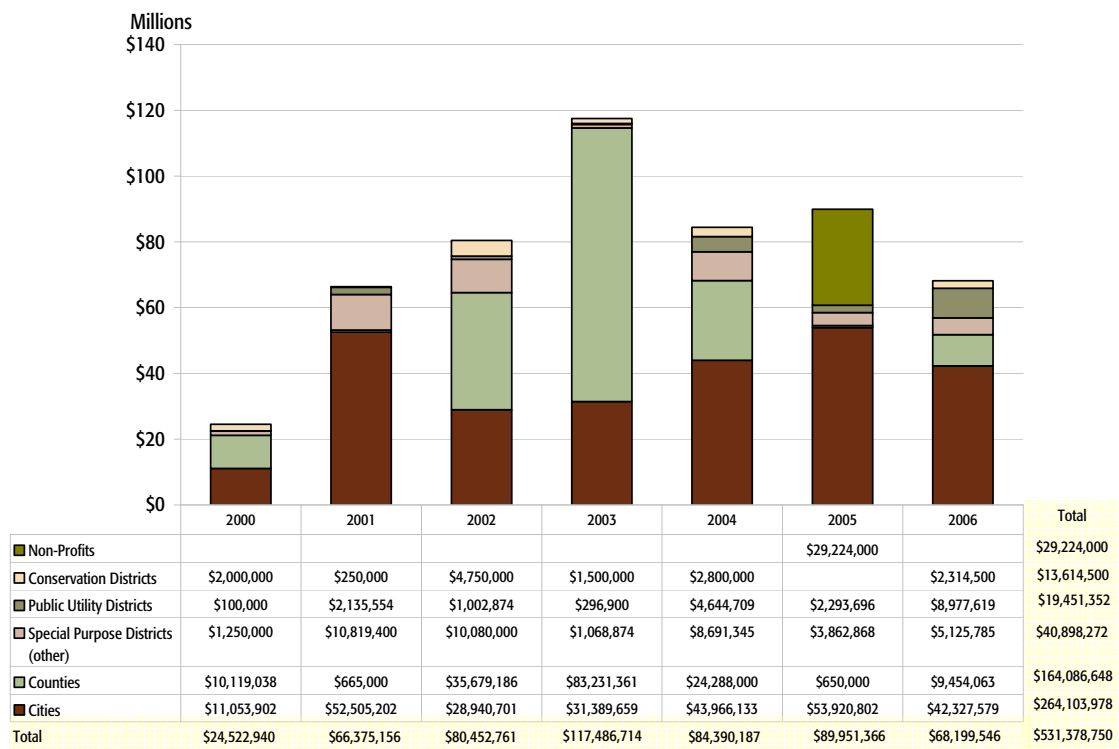
Note: Special Purpose District (other) includes awards to nine sewer/water districts, three health districts, two irrigation districts, two boards, one dike district, and one port district.

Summary of Loan Counts

- WPCRF made 229 loans over the seven year time period. The number of annual loans ranged from 47 in 2002 to 12 in 2005.
- Cities received the highest share of awards over the analysis period, collecting 59% of the total number of loans. The percentage of annual loan amounts ranged from 74% of the total in 2001 to 38% in 2006.
- Counties received 20% of the total number of awards. The percentage of annual loan amounts ranged from 31% of the total in 2000 to 11% in 2001.
- Public utility districts received 7% of the total number of awards over the time period.
- Conservation districts received 5% of the total number of awards over the time period.

Exhibit E - 35 describes client funding levels by WPCRF loans during the seven-year period between 2000 and 2006.

Exhibit E - 35 Amount of Water Pollution Control Revolving Fund Loans by Client Type, 2000-2006



Source: Department of Ecology Water Quality Program Award History (2000-2006) and Berk & Associates, 2005

Note: Other Special Purpose District includes awards to nine sewer/water districts, three health districts, two irrigation districts, two boards, one dike district, and one port district.

Summary of Loan Amounts

- WPCRF awarded a total of \$531.4 million in loans over the seven-year time period. Annual award amounts ranged from \$117.5 million to \$24.5 million in 2000 over the time period. Annual award amounts trended upward from 2000 to 2003 before turning downward. The average loan was \$2.3 million during the period analyzed.
- Cities received the largest total loan amount, collecting \$264.1 million over the time period. Loan amounts to cities have trended upward over the time period.
- Counties received \$164.1 million over the time period. Annual loan amounts ranged from \$83.2 million in 2003 to \$650,000 in 2005.
- Excluding the single loan to a non-profit client, counties had the highest average loan of \$3.6 million per project for the study period.

-
- Conservation districts received \$13.6 million in loans between 2000 and 2006.
 - A quasi-municipal client, LOTT (Lacey, Olympia, Tumwater, and Thurston County Alliance), received a \$29.2 million loan in 2005.

6.0 PROGRAM AWARD SUMMARY TABLES

Exhibit E - 36

Public Works Trust Fund Awards by Client Type, 1996-2005

City	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
Number of Awards	37	25	42	18	28	40	40	20	47	31	328
Amount of Awards	\$59,346,609	\$38,726,220	\$87,178,588	\$35,551,964	\$57,185,312	\$92,782,836	\$110,369,435	\$57,550,417	\$144,241,581	\$89,134,692	\$770,067,653
Average Award	\$1,603,962	\$1,549,049	\$2,075,681	\$1,863,998	\$2,042,333	\$2,319,571	\$2,759,236	\$2,877,521	\$3,068,970	\$2,875,313	\$2,347,767
Minimum Award	\$25,461	\$77,900	\$117,000	\$237,899	\$137,900	\$120,700	\$30,268	\$5,4817	\$104,000	\$100,000	\$25,461
Maximum Award	\$7,000,000	\$7,000,000	\$10,000,000	\$7,000,000	\$7,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000
Sewer/Water Districts											
Number of Awards	28	9	19	11	25	18	17	8	24	18	177
Amount of Awards	\$25,010,979	\$9,295,300	\$21,306,762	\$17,823,140	\$34,124,306	\$35,625,937	\$39,074,190	\$6,536,460	\$42,195,435	\$18,742,906	\$237,735,414
Average Award	\$893,249	\$1,032,811	\$1,121,409	\$1,620,285	\$1,364,972	\$1,312,552	\$2,298,482	\$817,058	\$1,758,143	\$1,041,273	\$1,343,138
Minimum Award	\$73,736	\$124,334	\$181,300	\$365,640	\$87,119	\$104,967	\$153,000	\$212,500	\$234,124	\$113,334	\$73,736
Maximum Award	\$3,500,000	\$2,100,000	\$4,748,625	\$6,208,160	\$7,000,000	\$3,254,000	\$10,000,000	\$1,936,050	\$10,000,000	\$4,154,970	\$10,000,000
County											
Number of Awards	3	1	2	4	5	6	7	1	6	4	39
Amount of Awards	\$4,735,529	\$4,000,000	\$1,750,000	\$15,278,000	\$18,680,480	\$29,502,812	\$30,025,000	\$1,400,000	\$26,708,000	\$17,987,790	\$150,067,611
Average Award	\$1,578,510	\$4,000,000	\$875,000	\$3,819,500	\$3,736,096	\$4,917,135	\$4,289,286	\$1,400,000	\$4,451,333	\$4,496,948	\$3,847,887
Minimum Award	\$110,000	\$4,000,000	\$500,000	\$1,278,000	\$500,000	\$897,812	\$900,000	\$1,400,000	\$1,200,000	\$2,445,790	\$110,000
Maximum Award	\$3,703,529	\$4,000,000	\$1,250,000	\$7,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$1,400,000	\$10,000,000	\$10,000,000	\$10,000,000
Public Utility District											
Number of Awards	4	2	1	4	5	6	2	1	3	7	35
Amount of Awards	\$4,908,944	\$1,942,820	\$67,300	\$1,234,950	\$5,635,325	\$16,121,119	\$11,904,926	\$491,661	\$13,370,320	\$3,778,036	\$59,455,401
Average Award	\$1,227,236	\$971,410	\$67,300	\$308,738	\$1,127,065	\$2,686,853	\$5,952,463	\$491,661	\$4,456,773	\$539,719	\$1,698,726
Minimum Award	\$159,030	\$390,950	\$67,300	\$108,515	\$363,000	\$286,855	\$1,904,926	\$491,661	\$3,427,000	\$95,950	\$67,300
Maximum Award	\$3,709,090	\$1,551,870	\$67,300	\$608,400	\$2,100,000	\$10,000,000	\$10,000,000	\$491,661	\$6,257,320	\$2,000,000	\$10,000,000
Special Purpose Districts											
Number of Awards				1	2	1		1		1	6
Amount of Awards				\$1,553,989	\$1,394,431	\$615,000		\$5,376,050		\$1,066,800	\$10,006,270
Average Award				\$1,553,989	\$697,216	\$615,000		\$5,376,050		\$1,066,800	\$1,667,712
Minimum Award				\$1,553,989	\$344,431	\$615,000		\$5,376,050		\$1,066,800	\$344,431
Maximum Award				\$1,553,989	\$1,050,000	\$615,000		\$5,376,050		\$1,066,800	\$5,376,050
Year Total											
Number of Awards	72	37	64	38	65	71	66	31	80	61	585
Amount of Awards	\$94,002,061	\$53,964,340	\$110,302,650	\$69,442,043	\$117,019,854	\$162,647,704	\$191,373,551	\$71,354,588	\$226,515,336	\$130,710,224	\$1,227,532,349
Average Award	\$1,305,584	\$1,458,496	\$1,723,479	\$1,827,422	\$1,800,305	\$2,290,813	\$2,899,599	\$2,301,761	\$2,831,442	\$2,142,791	\$2,098,004
Median Award	\$813,012	\$952,600	\$948,850	\$1,118,475	\$1,050,000	\$1,376,192	\$1,341,725	\$1,128,400	\$2,037,950	\$1,074,900	\$1,177,350
Minimum Award	\$25,461	\$77,900	\$67,300	\$108,515	\$87,119	\$104,967	\$30,268	\$5,4817	\$104,000	\$95,950	\$25,461
Maximum Award	\$7,000,000	\$7,000,000	\$10,000,000	\$7,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000

Source: Public Works Board Award History (1996-2005) and Berk & Associates, 2005
 Note: One 2005 award of \$4,278,404 to a quasi-municipal client (LOTT) is not shown in the table but is included in the yearly and program totals. Special purpose districts include three awards to irrigation districts, one award to a reclamation district, and one award to a fire district.

Exhibit E - 37

Public Works Trust Fund Awards by Project Type, 1996-2005

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
Domestic Water											
Number of Awards	41	19	37	21	28	38	29	9	28	29	279
Amount of Awards	\$41,879,204	\$21,504,021	\$52,300,342	\$27,261,131	\$37,689,082	\$80,067,399	\$76,540,691	\$15,382,438	\$63,017,628	\$43,321,895	\$458,963,829
Average Award	\$1,021,444	\$1,131,791	\$1,413,523	\$1,298,149	\$1,346,039	\$2,107,037	\$2,639,334	\$1,709,160	\$2,250,630	\$1,493,858	\$1,645,032
Minimum Award	\$33,200	\$95,049	\$67,300	\$108,515	\$87,119	\$104,967	\$45,000	\$54,817	\$104,000	\$95,950	\$33,200
Maximum Award	\$7,000,000	\$4,428,000	\$7,000,000	\$6,208,160	\$7,000,000	\$10,000,000	\$10,000,000	\$8,755,000	\$6,257,320	\$10,000,000	\$10,000,000
Sanitary Sewer											
Number of Awards	20	14	15	14	20	22	24	16	27	27	199
Amount of Awards	\$36,350,017	\$26,386,799	\$28,330,588	\$32,430,912	\$28,820,784	\$51,444,338	\$87,925,267	\$33,422,150	\$94,070,567	\$72,069,627	\$491,251,049
Average Award	\$1,817,501	\$1,884,771	\$1,888,706	\$2,316,494	\$1,441,039	\$2,338,379	\$3,663,553	\$2,088,884	\$3,484,095	\$2,669,245	\$2,468,598
Minimum Award	\$110,000	\$77,900	\$226,000	\$439,650	\$180,000	\$322,825	\$294,840	\$212,500	\$234,124	\$100,000	\$77,900
Maximum Award	\$6,117,700	\$7,000,000	\$7,000,000	\$7,000,000	\$3,654,000	\$10,000,000	\$10,000,000	\$9,250,000	\$10,000,000	\$10,000,000	\$10,000,000
Transportation											
Number of Awards	7	4	8	2	13	7	11	5	20	3	80
Amount of Awards	\$11,944,479	\$6,073,520	\$27,795,174	\$7,000,000	\$32,459,988	\$22,624,967	\$15,482,593	\$22,400,000	\$60,175,460	\$13,769,316	\$219,725,497
Average Award	\$1,706,354	\$1,518,380	\$3,474,397	\$3,500,000	\$2,496,922	\$3,232,138	\$1,407,508	\$4,480,000	\$3,008,773	\$4,589,772	\$2,746,569
Minimum Award	\$584,850	\$449,995	\$500,000	\$2,000,000	\$500,000	\$712,139	\$30,268	\$1,400,000	\$400,000	\$827,316	\$30,268
Maximum Award	\$3,703,529	\$3,284,640	\$10,000,000	\$5,000,000	\$7,000,000	\$10,000,000	\$2,975,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000
Storm Sewer											
Number of Awards	4		3	1	3	4		1	5	2	23
Amount of Awards	\$3,828,361		\$626,546	\$2,750,000	\$8,050,000	\$8,511,000		\$150,000	\$9,251,681	\$3,227,790	\$36,395,378
Average Award	\$957,090		\$208,849	\$2,750,000	\$2,683,333	\$2,127,750		\$150,000	\$1,850,336	\$1,613,895	\$1,582,408
Minimum Award	\$25,461		\$168,300	\$2,750,000	\$1,050,000	\$615,000		\$150,000	\$250,000	\$782,000	\$25,461
Maximum Award	\$3,100,000		\$279,538	\$2,750,000	\$4,195,800	\$4,055,500		\$150,000	\$4,196,056	\$2,445,790	\$4,196,056
Solid Waste											
Number of Awards			1		1		2			1	5
Amount of Awards			\$1,250,000		\$10,000,000		\$11,425,000			\$2,600,000	\$25,275,000
Average Award			\$1,250,000		\$10,000,000		\$5,712,500			\$2,600,000	\$5,055,000
Minimum Award			\$1,250,000		\$10,000,000		\$1,425,000			\$2,600,000	\$1,250,000
Maximum Award			\$1,250,000		\$10,000,000		\$10,000,000			\$2,600,000	\$10,000,000
Year Total											
Number of Awards	72	37	64	38	65	71	66	31	80	62	586
Amount of Awards	\$94,002,061	\$53,964,340	\$110,302,650	\$69,442,043	\$117,019,854	\$162,647,704	\$191,373,551	\$71,354,588	\$226,515,336	\$134,988,628	\$1,231,610,753
Average Award	\$1,305,584	\$1,458,496	\$1,723,479	\$1,827,422	\$1,800,305	\$2,290,813	\$2,899,599	\$2,301,761	\$2,831,442	\$2,177,236	\$2,101,725
Median Award	\$813,012	\$932,600	\$948,850	\$1,118,475	\$1,050,000	\$1,376,192	\$1,341,725	\$1,128,400	\$2,037,950	\$1,074,900	\$1,177,350
Minimum Award	\$25,461	\$77,900	\$67,300	\$108,515	\$87,119	\$104,967	\$30,268	\$54,817	\$104,000	\$95,950	\$25,461
Maximum Award	\$7,000,000	\$7,000,000	\$10,000,000	\$7,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000

Source: Public Works Board Award History (1996-2005) and Berk & Associates, 2005

Exhibit E - 38

Community Economic Revitalization Board Awards by Client Type, 1995-2005

Port	Year											Client Total
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	
Number of Awards	5	3	2	4	5	4	7	2	5	10	9	56
Amount of Awards	\$1,795,000	\$826,593	\$750,000	\$1,569,375	\$2,720,846	\$2,410,000	\$3,860,090	\$1,082,000	\$2,694,137	\$3,616,847	\$3,825,000	\$25,149,888
Average Award	\$359,000	\$275,531	\$375,000	\$392,344	\$544,169	\$602,500	\$551,441	\$541,000	\$538,827	\$361,685	\$425,000	\$449,105
Minimum Award	\$25,000	\$127,593	\$250,000	\$25,000	\$25,000	\$150,000	\$70,090	\$432,000	\$56,250	\$14,000	\$20,000	\$14,000
Maximum Award	\$750,000	\$419,000	\$500,000	\$1,000,000	\$1,298,827	\$1,000,000	\$1,000,000	\$650,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,298,827
City												
Number of Awards	3	1	4	1	4	3	1		1	3	2	23
Amount of Awards	\$1,238,189	\$8,000	\$2,170,258	\$350,000	\$1,526,305	\$1,906,316	\$438,759		\$963,000	\$875,000	\$1,092,000	\$10,567,827
Average Award	\$412,730	\$8,000	\$542,565	\$350,000	\$381,576	\$635,439	\$438,759		\$963,000	\$291,667	\$546,000	\$459,471
Minimum Award	\$25,000	\$8,000	\$438,000	\$350,000	\$22,500	\$500,000	\$438,759		\$963,000	\$25,000	\$92,000	\$8,000
Maximum Award	\$750,000	\$8,000	\$750,000	\$350,000	\$1,000,000	\$781,316	\$438,759		\$963,000	\$800,000	\$1,000,000	\$1,000,000
Special Purpose District												
Number of Awards					4	1		4	1	1	1	12
Amount of Awards					\$1,993,055	\$1,000,000		\$1,696,925	\$50,000	\$465,000	\$1,000,000	\$6,204,980
Average Award					\$498,264	\$1,000,000		\$424,231	\$50,000	\$465,000	\$1,000,000	\$517,082
Minimum Award					\$25,000	\$1,000,000		\$216,913	\$50,000	\$465,000	\$1,000,000	\$25,000
Maximum Award					\$781,000	\$1,000,000		\$666,178	\$50,000	\$465,000	\$1,000,000	\$1,000,000
County												
Number of Awards					2	1	1			1	1	6
Amount of Awards					\$1,030,000	\$1,000,000	\$1,000,000			\$1,000,000	\$15,000	\$4,045,000
Average Award					\$515,000	\$1,000,000	\$1,000,000			\$1,000,000	\$15,000	\$674,167
Minimum Award					\$30,000	\$1,000,000	\$1,000,000			\$1,000,000	\$15,000	\$15,000
Maximum Award					\$1,000,000	\$1,000,000	\$1,000,000			\$1,000,000	\$15,000	\$1,000,000
Year Total												
Number of Awards	8	4	6	5	15	9	9	6	7	15	13	97
Amount of Awards	\$3,033,189	\$834,593	\$2,920,258	\$1,919,375	\$7,270,206	\$6,316,316	\$5,298,849	\$2,778,925	\$3,707,137	\$5,956,847	\$5,932,000	\$45,967,695
Average Award	\$379,149	\$208,648	\$486,710	\$383,875	\$484,680	\$701,813	\$588,761	\$463,154	\$529,591	\$397,123	\$456,308	\$473,894
Median Award	\$385,000	\$203,797	\$491,129	\$350,000	\$253,805	\$710,000	\$500,000	\$460,417	\$500,000	\$299,000	\$92,000	\$438,759
Minimum Award	\$25,000	\$8,000	\$250,000	\$25,000	\$22,500	\$150,000	\$70,090	\$216,913	\$50,000	\$14,000	\$15,000	\$8,000
Maximum Award	\$750,000	\$419,000	\$750,000	\$1,000,000	\$1,298,827	\$1,000,000	\$1,000,000	\$666,178	\$1,000,000	\$1,000,000	\$1,000,000	\$1,298,827

Source: Community Economic Revitalization Board Award History (1995-2005) and Berk & Associates, 2005

Note: Special Purpose District includes ten public development authorities, an airport, and a public utility district.

Exhibit E - 39

Community Economic Revitalization Board Awards by Project Type, 1995-2005

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
Industrial Building												
Number of Awards	2	1	2	2	4	3	3	6	2	4	3	32
Amount of Awards	\$1,160,000	\$280,000	\$750,000	\$544,375	\$3,590,901	\$1,860,000	\$2,072,000	\$2,778,925	\$1,056,250	\$3,148,000	\$3,000,000	\$20,240,451
Average Award	\$580,000	\$280,000	\$375,000	\$272,188	\$897,725	\$620,000	\$690,667	\$463,154	\$528,125	\$787,000	\$1,000,000	\$632,514
Minimum Award	\$410,000	\$280,000	\$250,000	\$44,375	\$462,055	\$150,000	\$230,000	\$216,913	\$56,250	\$348,000	\$1,000,000	\$44,375
Maximum Award	\$750,000	\$280,000	\$500,000	\$500,000	\$1,298,827	\$1,000,000	\$1,000,000	\$666,178	\$1,000,000	\$1,000,000	\$1,000,000	\$1,298,827
Feasibility Study												
Number of Awards	2	1		1	4				1	5	6	20
Amount of Awards	\$50,000	\$8,000		\$25,000	\$102,500				\$50,000	\$184,000	\$166,000	\$585,500
Average Award	\$25,000	\$8,000		\$25,000	\$25,625				\$50,000	\$36,800	\$27,667	\$29,275
Minimum Award	\$25,000	\$8,000		\$25,000	\$22,500				\$50,000	\$14,000	\$15,000	\$8,000
Maximum Award	\$25,000	\$8,000		\$25,000	\$30,000				\$50,000	\$50,000	\$45,000	\$50,000
Multiple Improvements												
Number of Awards	2	1	2		1	3	1		1	1	3	15
Amount of Awards	\$1,213,189	\$419,000	\$938,000		\$781,000	\$2,406,316	\$438,759		\$1,000,000	\$250,000	\$1,766,000	\$9,212,264
Average Award	\$606,595	\$419,000	\$469,000		\$781,000	\$802,105	\$438,759		\$1,000,000	\$250,000	\$588,667	\$614,151
Minimum Award	\$463,189	\$419,000	\$438,000		\$781,000	\$625,000	\$438,759		\$1,000,000	\$250,000	\$92,000	\$92,000
Maximum Award	\$750,000	\$419,000	\$500,000		\$781,000	\$1,000,000	\$438,759		\$1,000,000	\$250,000	\$1,000,000	\$1,000,000
Sewer/Water												
Number of Awards	1			2	4	1	2		2	1	1	14
Amount of Awards	\$250,000			\$1,350,000	\$2,415,805	\$550,000	\$1,218,000		\$637,887	\$234,847	\$1,000,000	\$7,656,539
Average Award	\$250,000			\$675,000	\$603,951	\$550,000	\$609,000		\$318,944	\$234,847	\$1,000,000	\$546,896
Minimum Award	\$250,000			\$350,000	\$162,000	\$550,000	\$478,000		\$137,887	\$234,847	\$1,000,000	\$137,887
Maximum Award	\$250,000			\$1,000,000	\$1,000,000	\$550,000	\$740,000		\$500,000	\$234,847	\$1,000,000	\$1,000,000
Transportation/Rail												
Number of Awards	1		2		1		3		1	1		9
Amount of Awards	\$360,000		\$1,232,258		\$250,000		\$1,570,090		\$963,000	\$1,000,000		\$5,375,348
Average Award	\$360,000		\$616,129		\$250,000		\$523,363		\$963,000	\$1,000,000		\$597,261
Minimum Award	\$360,000		\$482,258		\$250,000		\$70,090		\$963,000	\$1,000,000		\$70,090
Maximum Award	\$360,000		\$750,000		\$250,000		\$1,000,000		\$963,000	\$1,000,000		\$1,000,000
Port/Harbor												
Number of Awards		1			1					2		4
Amount of Awards		\$127,593			\$130,000					\$675,000		\$932,593
Average Award		\$127,593			\$130,000					\$337,500		\$233,148
Minimum Award		\$127,593			\$130,000					\$250,000		\$127,593
Maximum Award		\$127,593			\$130,000					\$425,000		\$425,000
Telecommunications												
Number of Awards						2				1		3
Amount of Awards						\$1,500,000				\$465,000		\$1,965,000
Average Award						\$750,000				\$465,000		\$655,000
Minimum Award						\$500,000				\$465,000		\$465,000
Maximum Award						\$1,000,000				\$465,000		\$1,000,000
Year Total												
Number of Awards	8	4	6	5	15	9	9	6	7	15	13	97
Amount of Awards	\$3,033,189	\$834,593	\$2,920,258	\$1,919,375	\$7,270,206	\$6,316,316	\$5,298,849	\$2,778,925	\$3,707,137	\$5,956,847	\$5,932,000	\$45,967,695
Average Award	\$379,149	\$208,648	\$486,710	\$383,875	\$484,680	\$701,813	\$588,761	\$463,154	\$529,591	\$397,123	\$456,308	\$473,894
Median Award	\$385,000	\$203,797	\$491,129	\$350,000	\$253,805	\$710,000	\$500,000	\$460,417	\$500,000	\$299,000	\$92,000	\$438,759
Minimum Award	\$25,000	\$8,000	\$250,000	\$25,000	\$22,500	\$150,000	\$70,090	\$216,913	\$50,000	\$14,000	\$15,000	\$8,000
Maximum Award	\$750,000	\$419,000	\$750,000	\$1,000,000	\$1,298,827	\$1,000,000	\$1,000,000	\$666,178	\$1,000,000	\$1,000,000	\$1,000,000	\$1,298,827

Source: Community Economic Revitalization Board Award History (1995-2005) and Berk & Associates, 2005

Note: Multiple Improvements include projects combining at least two types of improvements

Exhibit E - 40

Community Economic Revitalization Board Awards, Loan and Grants, 1995-2005

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Total
Loans												
Number of Awards	6	2	6	4	11	8	9	6	6	10	7	75
Amount of Awards	\$2,483,189	\$699,000	\$2,465,258	\$1,614,375	\$4,182,771	\$3,225,658	\$3,251,018	\$1,769,813	\$3,094,000	\$4,313,847	\$4,083,200	\$31,182,129
Average Award	\$413,865	\$349,500	\$410,876	\$403,594	\$380,252	\$403,207	\$361,224	\$294,969	\$515,667	\$431,385	\$583,314	\$415,762
Minimum Award	\$250,000	\$280,000	\$75,000	\$44,375	\$26,000	\$75,000	\$14,018	\$74,074	\$54,000	\$140,847	\$19,000	\$14,018
Maximum Award	\$750,000	\$419,000	\$750,000	\$1,000,000	\$998,827	\$850,000	\$1,000,000	\$650,000	\$850,000	\$1,000,000	\$800,000	\$1,000,000
Grants												
Number of Awards	3	2	2	2	15	9	8	4	6	14	13	78
Amount of Awards	\$550,000	\$135,593	\$455,000	\$305,000	\$3,087,435	\$3,090,658	\$2,047,831	\$1,009,112	\$613,137	\$1,643,000	\$1,848,800	\$14,785,566
Average Award	\$183,333	\$67,797	\$227,500	\$152,500	\$205,829	\$343,406	\$255,979	\$252,278	\$102,190	\$117,357	\$142,215	\$189,559
Minimum Award	\$25,000	\$8,000	\$175,000	\$25,000	\$22,500	\$75,000	\$56,072	\$142,839	\$2,250	\$14,000	\$15,000	\$2,250
Maximum Award	\$500,000	\$127,593	\$280,000	\$280,000	\$751,413	\$500,000	\$500,000	\$333,184	\$200,000	\$265,000	\$475,000	\$751,413

Source: Community Economic Revitalization Board Award History (1995-2005) and Berk & Associates, 2005

Exhibit E - 41

Community Development Block Grant Program, General Purpose Awards by Client Type, 1992-2005

City	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
County															
Number of Awards	13	13	5	15	8	6	7	6	5	9	6	7	10	8	118
Amount of Awards	\$4,295,949	\$5,889,282	\$2,373,040	\$7,221,114	\$4,575,029	\$4,130,717	\$4,916,456	\$3,376,283	\$3,055,376	\$4,878,056	\$3,636,851	\$3,844,126	\$5,676,369	\$4,352,416	\$62,221,063
Average Award	\$330,458	\$453,022	\$474,608	\$481,408	\$571,879	\$688,453	\$702,351	\$562,714	\$611,075	\$542,006	\$606,142	\$549,161	\$567,637	\$544,052	\$527,297
Minimum Award	\$6,867	\$100,000	\$384,522	\$203,168	\$71,407	\$535,920	\$585,000	\$199,870	\$493,427	\$22,500	\$296,131	\$207,653	\$40,900	\$45,780	\$6,867
Maximum Award	\$500,000	\$500,000	\$500,000	\$915,281	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000
Town															
Number of Awards	6	2	7	5	10	6	3	7	8	3	5	3	5	4	74
Amount of Awards	\$2,456,000	\$564,909	\$2,636,083	\$2,102,434	\$5,542,071	\$3,405,857	\$2,111,713	\$3,332,223	\$4,177,710	\$1,500,000	\$2,780,000	\$1,690,000	\$2,625,000	\$2,895,000	\$37,818,999
Average Award	\$409,333	\$282,454	\$376,583	\$420,487	\$554,207	\$567,643	\$703,904	\$476,032	\$522,214	\$500,000	\$556,000	\$563,333	\$525,000	\$723,750	\$511,068
Minimum Award	\$194,000	\$158,883	\$16,912	\$204,000	\$350,923	\$252,062	\$611,713	\$102,000	\$250,000	\$250,000	\$420,000	\$440,000	\$250,000	\$110,000	\$16,912
Maximum Award	\$500,000	\$406,026	\$500,000	\$500,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000
Year Total															
Number of Awards	5	2	4	6	2	3	10	2	2	6	1	5	4	1	43
Amount of Awards	\$1,984,976	\$1,000,000	\$1,953,800	\$2,805,033	\$948,047	\$1,876,818	\$1,234,070	\$1,337,777	\$1,337,777	\$2,239,267	\$175,634	\$2,070,541	\$1,691,550	\$98,584	\$19,416,098
Average Award	\$396,995	\$500,000	\$488,450	\$467,506	\$474,024	\$625,606	\$617,035	\$668,888	\$668,888	\$373,211	\$175,634	\$414,108	\$422,887	\$98,584	\$451,537
Minimum Award	\$73,577	\$500,000	\$469,800	\$320,000	\$198,047	\$549,937	\$500,000	\$587,777	\$587,777	\$41,455	\$175,634	\$138,324	\$83,062	\$98,584	\$41,455
Maximum Award	\$500,000	\$500,000	\$500,000	\$500,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$673,494	\$175,634	\$721,778	\$830,000	\$98,584	\$830,000
Year Total															
Number of Awards	24	17	16	26	20	15	10	15	15	18	12	15	19	13	235
Amount of Awards	\$8,736,925	\$7,454,191	\$6,962,923	\$12,128,581	\$11,065,146	\$9,413,392	\$7,028,168	\$7,942,576	\$8,570,863	\$8,617,323	\$6,592,486	\$7,604,666	\$9,992,919	\$7,346,000	\$119,456,160
Average Award	\$364,039	\$438,482	\$435,183	\$466,484	\$553,257	\$627,559	\$702,817	\$529,505	\$571,391	\$478,740	\$549,374	\$506,978	\$525,943	\$565,077	\$508,324
Median Award	\$466,383	\$500,000	\$499,320	\$498,583	\$572,344	\$650,298	\$748,065	\$600,000	\$500,000	\$528,835	\$546,213	\$500,000	\$591,500	\$480,000	\$500,000
Minimum Award	\$6,867	\$100,000	\$16,912	\$203,168	\$71,407	\$252,062	\$585,000	\$102,000	\$250,000	\$22,500	\$175,634	\$138,324	\$40,900	\$45,780	\$6,867
Maximum Award	\$500,000	\$500,000	\$500,000	\$915,281	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005

Exhibit E - 42

Community Development Block Grant Program, General Purpose Awards by Project Type, 1992-2005

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
Housing Rehabilitation															
Number of Awards	6	3	5	8	8	4	4	4	5	3	4	3	1		58
Amount of Awards	\$2,452,890	\$1,383,334	\$2,373,555	\$3,655,346	\$5,134,677	\$2,626,818	\$2,797,500	\$1,257,924	\$2,250,000	\$1,588,210	\$2,092,425	\$1,272,563	\$250,000		\$29,135,241
Average Award	\$408,815	\$461,111	\$474,711	\$456,918	\$641,835	\$656,704	\$699,375	\$314,481	\$450,000	\$529,403	\$523,106	\$424,188	\$250,000		\$502,332
Minimum Award	\$20,124	\$43,333	\$384,522	\$204,000	\$409,684	\$549,937	\$585,000	\$199,870	\$250,000	\$436,203	\$500,000	\$272,563	\$250,000		\$20,124
Maximum Award	\$500,000	\$500,000	\$500,000	\$500,000	\$750,000	\$750,000	\$750,000	\$490,054	\$500,000	\$652,007	\$592,425	\$500,000	\$250,000		\$750,000
Community Facility															
Number of Awards	3	4	5	3	8	2	3	2	6	7	2	2	1	5	53
Amount of Awards	\$1,073,577	\$1,905,236	\$2,489,877	\$1,493,690	\$3,925,734	\$1,239,598	\$2,246,130	\$1,500,000	\$3,780,914	\$3,061,833	\$1,500,000	\$1,165,025	\$1,000,000	\$2,717,620	\$29,099,233
Average Award	\$357,859	\$476,309	\$497,975	\$497,897	\$490,717	\$619,799	\$748,710	\$750,000	\$630,152	\$437,405	\$750,000	\$582,513	\$1,000,000	\$543,524	\$549,042
Minimum Award	\$73,577	\$406,026	\$489,877	\$493,690	\$71,407	\$589,300	\$746,130	\$750,000	\$450,000	\$22,500	\$750,000	\$415,025	\$1,000,000	\$98,584	\$22,500
Maximum Award	\$500,000	\$500,000	\$500,000	\$500,000	\$750,000	\$650,298	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$1,000,000	\$895,000	\$1,000,000
Public Facility (Sewer)															
Number of Awards	5	4	2	4	4	4	2	6	2	2	1	5	5	4	50
Amount of Awards	\$2,039,463	\$1,916,737	\$516,912	\$1,610,747	\$2,004,736	\$2,558,994	\$1,234,538	\$3,394,483	\$1,309,949	\$876,363	\$175,634	\$2,105,300	\$3,070,165	\$2,992,600	\$25,806,622
Average Award	\$407,893	\$479,184	\$258,456	\$402,687	\$501,184	\$639,748	\$617,269	\$565,747	\$654,975	\$438,182	\$175,634	\$421,060	\$614,033	\$748,150	\$516,132
Minimum Award	\$262,000	\$416,737	\$169,112	\$203,168	\$198,047	\$464,197	\$611,713	\$1,020,000	\$559,949	\$250,000	\$175,634	\$138,324	\$182,665	\$382,000	\$16,912
Maximum Award	\$500,000	\$500,000	\$500,000	\$500,000	\$750,000	\$750,000	\$622,826	\$750,000	\$750,000	\$626,363	\$175,634	\$692,368	\$1,000,000	\$1,000,000	\$1,000,000
Public Facility (Water)															
Number of Awards	2	1	3	5		4	1	3	2	5	4	3	8	3	44
Amount of Awards	\$506,867	\$500,000	\$1,112,779	\$2,482,800		\$2,287,982	\$750,000	\$1,790,169	\$1,230,000	\$2,726,364	\$2,074,426	\$1,911,778	\$4,115,554	\$1,590,000	\$23,078,719
Average Award	\$253,433	\$500,000	\$370,926	\$496,560		\$571,996	\$750,000	\$596,723	\$615,000	\$545,273	\$518,606	\$637,259	\$514,444	\$530,000	\$524,516
Minimum Award	\$6,867	\$500,000	\$128,779	\$482,800		\$252,062	\$750,000	\$314,939	\$480,000	\$300,000	\$296,131	\$440,000	\$41,754	\$110,000	\$6,867
Maximum Award	\$500,000	\$500,000	\$500,000	\$500,000		\$750,000	\$750,000	\$750,000	\$750,000	\$745,200	\$748,295	\$750,000	\$850,000	\$1,000,000	\$1,000,000
Comprehensive (Multiple Categories)															
Number of Awards	7	5	1	6		1					1	1			22
Amount of Awards	\$2,244,129	\$1,748,883	\$469,800	\$2,885,999		\$700,000					\$750,000	\$750,000			\$9,548,811
Average Award	\$320,590	\$349,777	\$469,800	\$481,000		\$700,000					\$750,000	\$750,000			\$434,037
Minimum Award	\$10,286	\$100,000	\$469,800	\$320,000		\$700,000					\$750,000	\$750,000			\$10,286
Maximum Award	\$500,000	\$500,000	\$469,800	\$915,281		\$700,000					\$750,000	\$750,000			\$915,281
Other															
Number of Awards	1									1		1	4	1	8
Amount of Awards	\$420,000									\$364,554		\$400,000	\$1,557,200	\$45,780	\$2,787,534
Average Award	\$420,000									\$364,554		\$400,000	\$389,300	\$45,780	\$348,442
Minimum Award	\$420,000									\$364,554		\$400,000	\$40,900	\$45,780	\$40,900
Maximum Award	\$420,000									\$364,554		\$400,000	\$675,000	\$45,780	\$675,000
Year Total															
Number of Awards	24	17	16	26	20	15	10	15	15	18	12	15	19	13	235
Amount of Awards	\$8,736,925	\$7,454,191	\$6,962,923	\$12,128,581	\$11,065,146	\$9,413,392	\$7,028,168	\$7,942,576	\$8,570,863	\$8,617,323	\$6,592,486	\$7,604,666	\$9,992,919	\$7,346,000	\$119,456,160
Average Award	\$364,039	\$438,482	\$435,183	\$466,484	\$553,257	\$627,559	\$702,817	\$529,505	\$571,391	\$478,740	\$549,374	\$506,978	\$525,943	\$565,077	\$508,324
Median Award	\$466,383	\$500,000	\$499,320	\$498,583	\$572,344	\$650,298	\$748,065	\$600,000	\$500,000	\$528,835	\$546,213	\$500,000	\$591,300	\$480,000	\$500,000
Minimum Award	\$6,867	\$100,000	\$169,112	\$203,168	\$71,407	\$252,062	\$585,000	\$102,000	\$250,000	\$22,500	\$175,634	\$138,324	\$40,900	\$45,780	\$6,867
Maximum Award	\$500,000	\$500,000	\$500,000	\$915,281	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005
Note: Other includes Public Facility (Fire), Public Facility (Transportation), Public Facility (Other), and Economic Development activities

Exhibit E - 43

Community Development Block Grant Program, Community Investment Fund Awards by Client Type, 1996-2005

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
City											
Number of Awards	2	2	1	3	1	4	5	3	5	3	29
Amount of Awards	\$1,665,934	\$1,479,000	\$1,000,000	\$1,499,750	\$500,000	\$989,517	\$3,250,000	\$1,975,000	\$2,824,700	\$2,150,000	\$17,333,901
Average Award	\$832,967	\$739,500	\$1,000,000	\$499,917	\$500,000	\$247,379	\$650,000	\$658,333	\$564,940	\$716,667	\$597,721
Minimum Award	\$750,000	\$620,000	\$1,000,000	\$100,000	\$500,000	\$96,700	\$200,000	\$225,000	\$100,000	\$500,000	\$96,700
Maximum Award	\$915,934	\$859,000	\$1,000,000	\$742,500	\$500,000	\$500,000	\$1,100,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,100,000
County											
Number of Awards				1	5	5	3	4	5	5	28
Amount of Awards				\$25,223	\$2,836,245	\$1,220,696	\$1,464,243	\$3,590,000	\$2,194,713	\$2,167,300	\$13,498,420
Average Award				\$25,223	\$567,249	\$244,139	\$488,081	\$897,500	\$438,943	\$433,460	\$482,086
Minimum Award				\$25,223	\$80,000	\$100,346	\$334,243	\$750,000	\$250,000	\$101,000	\$25,223
Maximum Award				\$25,223	\$1,020,803	\$385,000	\$750,000	\$1,000,000	\$850,000	\$700,000	\$1,020,803
Town											
Number of Awards		2		1		1	3	2	2	2	13
Amount of Awards		\$1,128,534		\$318,438		\$750,000	\$2,390,950	\$1,750,000	\$969,787	\$819,887	\$8,127,596
Average Award		\$564,267		\$318,438		\$750,000	\$796,983	\$875,000	\$484,894	\$409,944	\$625,200
Minimum Award		\$434,746		\$318,438		\$750,000	\$640,950	\$750,000	\$439,000	\$300,000	\$300,000
Maximum Award		\$693,788		\$318,438		\$750,000	\$1,000,000	\$1,000,000	\$530,787	\$519,887	\$1,000,000
Year Total											
Number of Awards	2	4	1	5	6	10	11	9	12	10	70
Amount of Awards	\$1,665,934	\$2,607,534	\$1,000,000	\$1,843,411	\$3,336,245	\$2,960,213	\$7,105,193	\$7,315,000	\$5,989,200	\$5,137,187	\$38,959,918
Average Award	\$832,967	\$651,883	\$1,000,000	\$368,682	\$556,041	\$296,021	\$645,927	\$812,778	\$499,100	\$513,719	\$556,570
Median Award	\$832,967	\$656,894	\$1,000,000	\$318,438	\$572,900	\$234,500	\$700,000	\$900,000	\$453,150	\$546,044	\$586,100
Minimum Award	\$750,000	\$434,746	\$1,000,000	\$25,223	\$80,000	\$96,700	\$200,000	\$225,000	\$100,000	\$101,000	\$25,223
Maximum Award	\$915,934	\$859,000	\$1,000,000	\$742,500	\$1,020,803	\$750,000	\$1,100,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,100,000

Source: Community Development Block Grant Program Award History (1992-2005) and Berk & Associates, 2005

Exhibit E - 44

Community Development Block Grant Program, Community Investment Fund Awards by Project Type, 1996-2005

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
Public Facility (Water)											
Number of Awards		2		2	2	2	5	1	3	4	21
Amount of Awards		\$1,293,746		\$343,661	\$430,000	\$323,817	\$3,825,193	\$1,000,000	\$1,473,400	\$2,144,100	\$10,833,917
Average Award		\$646,873		\$171,831	\$215,000	\$161,909	\$765,039	\$1,000,000	\$491,133	\$536,025	\$515,901
Minimum Award		\$434,746		\$25,223	\$80,000	\$123,817	\$334,243	\$1,000,000	\$327,000	\$144,100	\$25,223
Maximum Award		\$859,000		\$318,438	\$350,000	\$200,000	\$1,100,000	\$1,000,000	\$707,400	\$1,000,000	\$1,100,000
Public Facility (Sewer)											
Number of Awards		1	1		3	3	3	5	2		18
Amount of Awards		\$693,788	\$1,000,000		\$2,260,445	\$1,295,350	\$1,980,000	\$4,440,000	\$1,450,000		\$13,119,583
Average Award		\$693,788	\$1,000,000		\$753,482	\$431,783	\$660,000	\$888,000	\$725,000		\$728,866
Minimum Award		\$693,788	\$1,000,000		\$500,000	\$160,350	\$500,000	\$750,000	\$600,000		\$160,350
Maximum Award		\$693,788	\$1,000,000		\$1,020,803	\$750,000	\$750,000	\$1,000,000	\$850,000		\$1,020,803
Community Facility											
Number of Awards					1	3	2	1	2	3	12
Amount of Awards					\$645,800	\$1,144,000	\$600,000	\$900,000	\$1,467,300	\$1,819,887	\$6,576,987
Average Award					\$645,800	\$381,333	\$300,000	\$900,000	\$733,650	\$606,629	\$548,082
Minimum Award					\$645,800	\$269,000	\$200,000	\$900,000	\$467,300	\$519,887	\$200,000
Maximum Award					\$645,800	\$500,000	\$400,000	\$900,000	\$1,000,000	\$650,000	\$1,000,000
Other											
Number of Awards						2	1	2	3	1	9
Amount of Awards						\$197,046	\$700,000	\$975,000	\$967,713	\$101,000	\$2,940,759
Average Award						\$98,523	\$700,000	\$487,500	\$322,571	\$101,000	\$326,751
Minimum Award						\$96,700	\$700,000	\$225,000	\$250,000	\$101,000	\$96,700
Maximum Award						\$100,346	\$700,000	\$750,000	\$417,300	\$101,000	\$750,000
Comprehensive (Multiple Categories)											
Number of Awards	1			2					1	2	6
Amount of Awards	\$915,934			\$1,399,750					\$530,787	\$1,072,200	\$3,918,671
Average Award	\$915,934			\$699,875					\$530,787	\$536,100	\$653,112
Minimum Award	\$915,934			\$657,250					\$530,787	\$500,000	\$500,000
Maximum Award	\$915,934			\$742,500					\$530,787	\$572,200	\$915,934
Public Facility (Transportation)											
Number of Awards	1	1		1					1		4
Amount of Awards	\$750,000	\$620,000		\$100,000					\$100,000		\$1,570,000
Average Award	\$750,000	\$620,000		\$100,000					\$100,000		\$392,500
Minimum Award	\$750,000	\$620,000		\$100,000					\$100,000		\$100,000
Maximum Award	\$750,000	\$620,000		\$100,000					\$100,000		\$750,000
Year Total											
Number of Awards	2	4	1	5	6	10	11	9	12	10	70
Amount of Awards	\$1,665,934	\$2,607,534	\$1,000,000	\$1,843,411	\$3,336,245	\$2,960,213	\$7,105,193	\$7,315,000	\$5,989,200	\$5,137,187	\$38,959,918
Average Award	\$832,967	\$651,883	\$1,000,000	\$368,682	\$556,041	\$296,021	\$645,927	\$812,778	\$499,100	\$513,719	\$556,570
Median Award	\$832,967	\$656,894	\$1,000,000	\$318,438	\$572,900	\$234,500	\$700,000	\$900,000	\$453,150	\$546,044	\$586,100
Minimum Award	\$750,000	\$434,746	\$1,000,000	\$25,223	\$80,000	\$96,700	\$200,000	\$225,000	\$100,000	\$101,000	\$25,223
Maximum Award	\$915,934	\$859,000	\$1,000,000	\$742,500	\$1,020,803	\$750,000	\$1,100,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,100,000

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005

Note: Other includes Public Facility (Fire), Public Facility (Other), Economic Development, Housing, Micro-enterprise Loan, and Clearance of Contaminated Site activities

Exhibit E - 45
CDBG Imminent Threat Awards by Client Type, 1993-2005

	1993	1995	1997	1998	1999	2001	2002	2004	Client Total
City									
Number of Awards	1		1	2	2	1			7
Amount of Awards	\$43,000		\$50,000	\$75,605	\$332,313	\$827,367			\$1,328,285
Average Award	\$43,000		\$50,000	\$37,803	\$166,157	\$827,367			\$189,755
Minimum Award	\$43,000		\$50,000	\$33,312	\$50,000	\$827,367			\$33,312
Maximum Award	\$43,000		\$50,000	\$42,293	\$282,313	\$827,367			\$827,367
County									
Number of Awards		1	1				2	1	5
Amount of Awards		\$1,958	\$118,168				\$572,959	\$21,267	\$714,352
Average Award		\$1,958	\$118,168				\$286,480	\$21,267	\$142,870
Minimum Award		\$1,958	\$118,168				\$49,997	\$21,267	\$1,958
Maximum Award		\$1,958	\$118,168				\$522,962	\$21,267	\$522,962
Town									
Number of Awards						1			1
Amount of Awards						\$20,551			\$20,551
Average Award						\$20,551			\$20,551
Minimum Award						\$20,551			\$20,551
Maximum Award						\$20,551			\$20,551
Year Total									
Number of Awards	1	1	2	2	2	2	2	1	13
Amount of Awards	\$43,000	\$1,958	\$168,168	\$75,605	\$332,313	\$847,918	\$572,959	\$21,267	\$2,063,188
Average Award	\$43,000	\$1,958	\$84,084	\$37,803	\$166,157	\$423,959	\$286,480	\$21,267	\$158,707
Median Award	\$43,000	\$1,958	\$84,084	\$37,803	\$166,157	\$423,959	\$286,480	\$21,267	\$49,997
Minimum Award	\$43,000	\$1,958	\$50,000	\$33,312	\$50,000	\$20,551	\$49,997	\$21,267	\$1,958
Maximum Award	\$43,000	\$1,958	\$118,168	\$42,293	\$282,313	\$827,367	\$522,962	\$21,267	\$827,367

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005

Exhibit E - 46
CDBG Imminent Threat Awards by Project Type, 1993-2005

	1993	1995	1997	1998	1999	2001	2002	2004	Client Total
Imminent Threat									
Number of Awards	1	1	1	2	2	1	1	1	10
Amount of Awards	\$43,000	\$1,958	\$50,000	\$75,605	\$332,313	\$20,551	\$522,962	\$21,267	\$1,067,656
Average Award	\$43,000	\$1,958	\$50,000	\$37,803	\$166,157	\$20,551	\$522,962	\$21,267	\$106,766
Minimum Award	\$43,000	\$1,958	\$50,000	\$33,312	\$50,000	\$20,551	\$522,962	\$21,267	\$1,958
Maximum Award	\$43,000	\$1,958	\$50,000	\$42,293	\$282,313	\$20,551	\$522,962	\$21,267	\$522,962
Housing Rehabilitation									
Number of Awards			1				1		2
Amount of Awards			\$118,168				\$49,997		\$168,165
Average Award			\$118,168				\$49,997		\$84,083
Minimum Award			\$118,168				\$49,997		\$49,997
Maximum Award			\$118,168				\$49,997		\$118,168
Public Facility (Other)									
Number of Awards						1			1
Amount of Awards						\$827,367			\$827,367
Average Award						\$827,367			\$827,367
Minimum Award						\$827,367			\$827,367
Maximum Award						\$827,367			\$827,367
Year Total									
Number of Awards	1	1	2	2	2	2	2	1	13
Amount of Awards	\$43,000	\$1,958	\$168,168	\$75,605	\$332,313	\$847,918	\$572,959	\$21,267	\$2,063,188
Average Award	\$43,000	\$1,958	\$84,084	\$37,803	\$166,157	\$423,959	\$286,480	\$21,267	\$158,707
Median Award	\$43,000	\$1,958	\$84,084	\$37,803	\$166,157	\$423,959	\$286,480	\$21,267	\$49,997
Minimum Award	\$43,000	\$1,958	\$50,000	\$33,312	\$50,000	\$20,551	\$49,997	\$21,267	\$1,958
Maximum Award	\$43,000	\$1,958	\$118,168	\$42,293	\$282,313	\$827,367	\$522,962	\$21,267	\$827,367

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005

Exhibit E - 47

Community Development Block Grant Program, Housing Enhancement Awards by Client Type, 1994-2005

City	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
County													
Number of Awards	3	2	2	2	3			1		1	2	1	17
Amount of Awards	\$660,520	\$772,000	\$578,000	\$479,800	\$360,444			\$30,000		\$665,000	\$624,578	\$200,694	\$4,371,036
Average Award	\$220,173	\$386,000	\$289,000	\$239,900	\$120,148			\$30,000		\$665,000	\$312,289	\$200,694	\$257,120
Minimum Award	\$20,000	\$200,000	\$206,724	\$229,800	\$48,000			\$30,000		\$665,000	\$276,578	\$200,694	\$20,000
Maximum Award	\$457,120	\$572,000	\$371,276	\$250,000	\$175,000			\$30,000		\$665,000	\$348,000	\$200,694	\$665,000
Town													
Number of Awards	1	1			2	2	1		2	1		2	12
Amount of Awards	\$89,480	\$350,000			\$314,884	\$158,780	\$49,449		\$115,750	\$77,340		\$325,613	\$1,481,296
Average Award	\$89,480	\$350,000			\$157,442	\$79,390	\$49,449		\$57,875	\$77,340		\$162,807	\$123,441
Minimum Award	\$89,480	\$350,000			\$144,000	\$73,000	\$49,449		\$15,750	\$77,340		\$86,779	\$15,750
Maximum Award	\$89,480	\$350,000			\$170,884	\$85,780	\$49,449		\$100,000	\$77,340		\$238,834	\$350,000
Year Total													
Number of Awards	4	3	2	2	5	3	1	2	2	2	2	3	31
Amount of Awards	\$750,000	\$1,122,000	\$578,000	\$479,800	\$675,328	\$258,780	\$49,449	\$479,973	\$115,750	\$742,340	\$624,578	\$526,307	\$6,402,305
Average Award	\$187,500	\$374,000	\$289,000	\$239,900	\$135,066	\$86,260	\$49,449	\$239,987	\$57,875	\$371,170	\$312,289	\$175,436	\$206,526
Median Award	\$136,440	\$350,000	\$289,000	\$239,900	\$144,000	\$85,780	\$49,449	\$239,987	\$57,875	\$371,170	\$312,289	\$200,694	\$175,000
Minimum Award	\$20,000	\$200,000	\$206,724	\$229,800	\$48,000	\$73,000	\$49,449	\$30,000	\$15,750	\$77,340	\$276,578	\$86,779	\$15,750
Maximum Award	\$457,120	\$572,000	\$371,276	\$250,000	\$175,000	\$100,000	\$49,449	\$449,973	\$100,000	\$665,000	\$348,000	\$238,834	\$665,000

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005

Exhibit E - 48

Community Development Block Grant Program, Housing Enhancement Awards by Project Type, 1994-2005

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Client Total
Housing													
Number of Awards	2	1		1	3	2						1	10
Amount of Awards	\$203,400	\$572,000		\$250,000	\$489,884	\$158,780						\$238,834	\$1,912,898
Average Award	\$101,700	\$572,000		\$250,000	\$163,295	\$79,390						\$238,834	\$191,290
Minimum Award	\$20,000	\$572,000		\$250,000	\$144,000	\$73,000						\$238,834	\$20,000
Maximum Award	\$183,400	\$572,000		\$250,000	\$175,000	\$85,780						\$238,834	\$572,000
Comprehensive (Multiple Categories)													
Number of Awards	2		2	1	2	1							8
Amount of Awards	\$546,600		\$578,000	\$229,800	\$185,444	\$100,000							\$1,639,844
Average Award	\$273,300		\$289,000	\$229,800	\$92,722	\$100,000							\$204,981
Minimum Award	\$89,480		\$206,724	\$229,800	\$48,000	\$100,000							\$48,000
Maximum Award	\$457,120		\$371,276	\$229,800	\$137,444	\$100,000							\$457,120
Public Facility (Other)													
Number of Awards								1	2	2	2		7
Amount of Awards								\$30,000	\$115,750	\$742,340	\$624,578		\$1,512,668
Average Award								\$30,000	\$57,875	\$371,170	\$312,289		\$216,095
Minimum Award								\$30,000	\$15,750	\$77,340	\$276,578		\$15,750
Maximum Award								\$30,000	\$100,000	\$665,000	\$348,000		\$665,000
Housing Enhancement													
Number of Awards								1				2	3
Amount of Awards								\$449,973				\$287,473	\$737,446
Average Award								\$449,973				\$143,737	\$245,815
Minimum Award								\$449,973				\$86,779	\$86,779
Maximum Award								\$449,973				\$200,694	\$449,973
Other													
Number of Awards		2					1						3
Amount of Awards		\$550,000					\$49,449						\$599,449
Average Award		\$275,000					\$49,449						\$199,816
Minimum Award		\$200,000					\$49,449						\$49,449
Maximum Award		\$350,000					\$49,449						\$350,000
Year Total													
Number of Awards	4	3	2	2	5	3	1	2	2	2	2	3	31
Amount of Awards	\$750,000	\$1,122,000	\$578,000	\$479,800	\$675,328	\$258,780	\$49,449	\$479,973	\$115,750	\$742,340	\$624,578	\$526,307	\$6,402,305
Average Award	\$187,500	\$374,000	\$289,000	\$239,900	\$135,066	\$86,260	\$49,449	\$239,987	\$57,875	\$371,170	\$312,289	\$175,436	\$206,526
Median Award	\$136,440	\$350,000	\$289,000	\$239,900	\$144,000	\$85,780	\$49,449	\$239,987	\$57,875	\$371,170	\$312,289	\$200,694	\$175,000
Minimum Award	\$20,000	\$200,000	\$206,724	\$229,800	\$48,000	\$73,000	\$49,449	\$30,000	\$15,750	\$77,340	\$276,578	\$86,779	\$15,750
Maximum Award	\$457,120	\$572,000	\$371,276	\$250,000	\$175,000	\$100,000	\$49,449	\$449,973	\$100,000	\$665,000	\$348,000	\$238,834	\$665,000

Source: Community Development Block Program Award History (1992-2005) and Berk & Associates, 2005

Exhibit E - 49

Drinking Water State Revolving Fund Awards by Client Type, 1997-2004

	1997	1998	1999	2000	2001	2002	2003	2004	Client Total
City									
Number of Awards	10	8	8	9	11	16	14	9	85
Amount of Awards	\$7,060,577	\$4,597,199	\$11,960,653	\$12,547,037	\$8,595,734	\$21,293,874	\$12,160,220	\$20,959,579	\$99,174,873
Average Award	\$706,058	\$574,650	\$1,495,082	\$1,394,115	\$781,430	\$1,330,867	\$868,587	\$2,328,842	\$1,166,763
Minimum Award	\$213,394	\$177,084	\$199,410	\$341,700	\$15,300	\$127,500	\$50,500	\$371,801	\$15,300
Maximum Award	\$1,030,000	\$1,030,000	\$4,080,000	\$3,060,000	\$2,203,200	\$4,080,000	\$4,040,000	\$4,040,000	\$4,080,000
Private Non-Profit									
Number of Awards	5	8	6	9	7	10	12	15	72
Amount of Awards	\$1,723,814	\$2,730,937	\$4,728,792	\$5,096,767	\$1,589,418	\$2,735,301	\$5,547,979	\$9,041,016	\$33,194,025
Average Award	\$344,763	\$341,367	\$788,132	\$566,307	\$227,060	\$273,530	\$462,332	\$602,734	\$461,028
Minimum Award	\$90,004	\$58,133	\$142,800	\$150,000	\$74,984	\$38,974	\$73,274	\$57,671	\$38,974
Maximum Award	\$988,800	\$1,005,816	\$2,040,000	\$2,232,780	\$324,605	\$931,770	\$1,825,564	\$1,762,450	\$2,232,780
Public Utility District									
Number of Awards		1	6	7	11	1	2	6	34
Amount of Awards		\$1,030,000	\$4,178,037	\$4,299,560	\$5,811,719	\$70,551	\$563,091	\$5,843,405	\$21,796,364
Average Award		\$1,030,000	\$696,340	\$614,223	\$528,338	\$70,551	\$281,546	\$973,901	\$641,070
Minimum Award		\$1,030,000	\$189,607	\$139,730	\$39,423	\$70,551	\$101,000	\$67,417	\$39,423
Maximum Award		\$1,030,000	\$1,246,440	\$1,803,360	\$1,974,720	\$70,551	\$462,091	\$3,535,000	\$3,535,000
Sewer/Water District									
Number of Awards	2	5	2	3	1	6	6	3	28
Amount of Awards	\$1,569,401	\$2,555,167	\$1,491,356	\$2,477,534	\$204,000	\$4,585,587	\$6,326,529	\$2,900,215	\$22,109,790
Average Award	\$784,700	\$511,033	\$745,678	\$825,845	\$204,000	\$764,265	\$1,054,422	\$966,738	\$789,635
Minimum Award	\$545,900	\$107,223	\$268,580	\$397,754	\$204,000	\$188,700	\$294,920	\$404,000	\$107,223
Maximum Award	\$1,023,501	\$999,100	\$1,222,776	\$1,651,380	\$204,000	\$2,322,163	\$3,855,925	\$1,515,000	\$3,855,925
Private for Profit									
Number of Awards	4	3	2	2		2	11	4	28
Amount of Awards	\$604,729	\$886,992	\$1,347,240	\$516,923		\$1,198,500	\$2,920,971	\$969,619	\$8,444,974
Average Award	\$151,182	\$295,664	\$673,620	\$258,461		\$599,250	\$265,543	\$242,405	\$301,606
Minimum Award	\$117,832	\$212,644	\$280,500	\$199,935		\$61,200	\$66,414	\$85,825	\$61,200
Maximum Award	\$216,965	\$388,626	\$1,066,740	\$316,988		\$1,137,300	\$678,892	\$446,420	\$1,137,300
Special Purpose District									
Number of Awards	3		1			1	5		10
Amount of Awards	\$1,081,904		\$169,497			\$228,874	\$2,989,924		\$4,470,199
Average Award	\$360,635		\$169,497			\$228,874	\$597,985		\$447,020
Minimum Award	\$245,557		\$169,497			\$228,874	\$136,182		\$136,182
Maximum Award	\$486,600		\$169,497			\$228,874	\$1,243,433		\$1,243,433
Other									
Number of Awards	1					1			2
Amount of Awards	\$398,157					\$1,084,158			\$1,482,315
Average Award	\$398,157					\$1,084,158			\$741,158
Minimum Award	\$398,157					\$1,084,158			\$398,157
Maximum Award	\$398,157					\$1,084,158			\$1,084,158
Year Total									
Number of Awards	25	25	25	30	30	37	50	37	259
Amount of Awards	\$12,438,581	\$11,800,295	\$23,875,576	\$24,937,822	\$16,200,871	\$31,196,846	\$30,508,713	\$39,713,835	\$190,672,539
Average Award	\$497,543	\$472,012	\$955,023	\$831,261	\$540,029	\$843,158	\$610,174	\$1,073,347	\$736,187
Median Award	\$358,749	\$285,722	\$816,000	\$460,326	\$263,754	\$395,556	\$327,770	\$358,749	\$395,915
Minimum Award	\$90,004	\$58,133	\$142,800	\$139,730	\$15,300	\$38,974	\$50,500	\$57,671	\$15,300
Maximum Award	\$1,030,000	\$1,030,000	\$4,080,000	\$3,060,000	\$2,203,200	\$4,080,000	\$4,040,000	\$4,040,000	\$4,080,000

Source: Public Works Board Award History (1996-2005) and Berk & Associates, 2005

Note: Special Purpose Districts include seven irrigation districts, two ports districts, and a reclamation district. Other includes a county and a housing authority.

Exhibit E - 50

Drinking Water State Revolving Fund Awards by Project Type, 1997-2004

	1997	1998	1999	2000	2001	2002	2003	2004	Client Total
Domestic Water									
Number of Awards	25	25	25	30	30	37	50	37	259
Amount of Awards	\$12,438,581	\$11,800,295	\$23,875,576	\$24,937,822	\$16,200,871	\$31,196,846	\$30,508,713	\$39,713,835	\$190,672,539
Average Award	\$497,543	\$472,012	\$955,023	\$831,261	\$540,029	\$843,158	\$610,174	\$1,073,347	\$736,187
Median Award	\$358,749	\$285,722	\$816,000	\$460,326	\$263,754	\$395,556	\$327,770	\$358,749	\$395,915
Minimum Award	\$90,004	\$58,133	\$142,800	\$139,730	\$15,300	\$38,974	\$50,500	\$57,671	\$15,300
Maximum Award	\$1,030,000	\$1,030,000	\$4,080,000	\$3,060,000	\$2,203,200	\$4,080,000	\$4,040,000	\$4,040,000	\$4,080,000

Source: Public Works Board Award History (1996-2005) and Berk & Associates, 2005

Exhibit E - 51

Water System Acquisition and Rehabilitation Program Awards by Client Type, 2004

	2004
Public Utility District	
Number of Awards	8
Amount of Awards	\$1,495,037
Average Award	\$186,880
Minimum Award	\$64,520
Maximum Award	\$375,826
Special Purpose District	
Number of Awards	4
Amount of Awards	\$1,831,565
Average Award	\$457,891
Minimum Award	\$19,194
Maximum Award	\$984,223
City	
Number of Awards	2
Amount of Awards	\$673,398
Average Award	\$336,699
Minimum Award	\$203,625
Maximum Award	\$469,773
Year Total	
Number of Awards	14
Amount of Awards	\$4,000,000
Average Award	\$285,714
Median Award	\$203,524
Minimum Award	\$19,194
Maximum Award	\$984,223

Source: Public Works Board Award History (1996-2005)
and Berk & Associates, 2005

Exhibit E - 52

Water System Acquisition and Rehabilitation Program Awards by Project Type, 2004

	2004
Domestic Water	
Number of Awards	14
Amount of Awards	\$4,000,000
Average Award	\$285,714
Median Award	\$203,524
Minimum Award	\$19,194
Maximum Award	\$984,223

Source: Public Works Board Award History (1996-2005)
and Berk & Associates, 2005

Exhibit E - 53
Centennial Clean Water Fund Awards by Client Type, 2000-2006

	2000	2001	2002	2003	2004	2005	2006	Client Total
Conservation District								
Number of Awards	16	9	18	8	14	9	12	86
Amount of Awards	\$3,075,156	\$1,479,562	\$3,314,248	\$1,386,023	\$3,300,656	\$2,007,905	\$2,124,516	\$16,688,066
Average Award	\$192,197	\$164,396	\$184,125	\$173,253	\$235,761	\$223,101	\$177,043	\$194,047
Minimum Award	\$10,170	\$115,352	\$49,486	\$9,928	\$35,008	\$86,739	\$41,441	\$9,928
Maximum Award	\$250,000	\$250,000	\$250,000	\$246,580	\$498,827	\$263,127	\$250,000	\$498,827
City								
Number of Awards	14	17	11	6	9	4	6	67
Amount of Awards	\$9,264,206	\$13,321,302	\$3,823,520	\$8,990,150	\$8,602,611	\$8,065,307	\$8,175,850	\$60,242,946
Average Award	\$661,729	\$783,606	\$347,593	\$1,498,358	\$955,846	\$2,016,327	\$1,362,642	\$899,148
Minimum Award	\$37,500	\$18,750	\$37,500	\$429,000	\$140,625	\$198,640	\$352,607	\$18,750
Maximum Award	\$3,600,000	\$2,397,000	\$1,405,920	\$4,100,000	\$4,000,000	\$4,400,000	\$4,071,437	\$4,400,000
County								
Number of Awards	11	10	14	5	10	2	11	63
Amount of Awards	\$18,831,738	\$8,893,250	\$16,218,470	\$13,401,515	\$14,851,479	\$5,152,976	\$8,150,046	\$85,499,474
Average Award	\$1,711,976	\$889,325	\$1,158,462	\$2,680,303	\$1,485,148	\$2,576,488	\$740,913	\$1,357,135
Minimum Award	\$29,000	\$60,000	\$49,516	\$193,560	\$93,750	\$152,976	\$50,000	\$29,000
Maximum Award	\$12,500,000	\$5,000,000	\$7,548,500	\$7,548,500	\$7,547,044	\$5,000,000	\$5,000,000	\$12,500,000
Special Purpose District								
Number of Awards	5	5	1	2		1		14
Amount of Awards	\$796,058	\$868,098	\$112,500	\$359,981		\$394,444		\$2,531,081
Average Award	\$159,212	\$173,620	\$112,500	\$179,991		\$394,444		\$180,792
Minimum Award	\$11,138	\$45,000	\$112,500	\$60,000		\$394,444		\$11,138
Maximum Award	\$500,000	\$350,000	\$112,500	\$299,981		\$394,444		\$500,000
Indian Tribe								
Number of Awards	3	1	3	2		1	1	11
Amount of Awards	\$402,371	\$250,000	\$640,971	\$332,100		\$180,483	\$175,500	\$1,981,425
Average Award	\$134,124	\$250,000	\$213,657	\$166,050		\$180,483	\$175,500	\$180,130
Minimum Award	\$54,271	\$250,000	\$187,481	\$144,600		\$180,483	\$175,500	\$54,271
Maximum Award	\$187,500	\$250,000	\$250,000	\$187,500		\$180,483	\$175,500	\$250,000
Other								
Number of Awards	2	1	5			2		10
Amount of Awards	\$232,382	\$242,459	\$808,291			\$398,885		\$1,682,017
Average Award	\$116,191	\$242,459	\$161,658			\$199,443		\$168,202
Minimum Award	\$104,014	\$242,459	\$40,184			\$150,000		\$40,184
Maximum Award	\$128,368	\$242,459	\$250,000			\$248,885		\$250,000
Public Utility District								
Number of Awards	2		1	1	2		3	9
Amount of Awards	\$269,945		\$207,000	\$500,000	\$1,968,776		\$1,480,570	\$4,426,291
Average Award	\$134,973		\$207,000	\$500,000	\$984,388		\$493,523	\$491,810
Minimum Award	\$116,193		\$207,000	\$500,000	\$968,776		\$247,120	\$116,193
Maximum Award	\$153,752		\$207,000	\$500,000	\$1,000,000		\$983,450	\$1,000,000
Year Total								
Number of Awards	53	43	53	24	35	19	33	260
Amount of Awards	\$32,871,856	\$25,054,671	\$25,125,000	\$24,969,769	\$28,723,522	\$16,200,000	\$20,106,482	\$173,051,300
Average Award	\$620,224	\$582,667	\$474,057	\$1,040,407	\$820,672	\$852,632	\$609,287	\$665,582
Median Award	\$134,973	\$242,459	\$187,481	\$500,000	\$976,582	\$852,632	\$175,500	\$238,247
Minimum Award	\$10,170	\$18,750	\$37,500	\$9,928	\$35,008	\$86,739	\$41,441	\$9,928
Maximum Award	\$12,500,000	\$5,000,000	\$7,548,500	\$7,548,500	\$7,547,044	\$5,000,000	\$5,000,000	\$12,500,000

Source: Department of Ecology Award History (2000-2006) and Berk & Associates, 2005

Note: Other includes five State University, two alliances, one salmon enhancement group, one salmon recovery board, and one State department awards. Special Purpose Districts include four sewer/water districts, four health districts, three boards, two reclamation districts, and one port awards.

Exhibit E - 54

Water Pollution Control State Revolving Fund Awards by Client Type, 2000-2006

	2000	2001	2002	2003	2004	2005	2006	Client Total
City								
Number of Awards	15	26	30	25	23	6	9	134
Amount of Awards	\$11,053,902	\$52,505,202	\$28,940,701	\$31,389,659	\$43,966,133	\$53,920,802	\$42,327,579	\$264,103,978
Average Award	\$736,927	\$2,019,431	\$964,690	\$1,255,586	\$1,911,571	\$8,986,800	\$4,703,064	\$1,970,925
Minimum Award	\$150,000	\$12,500	\$13,500	\$37,337	\$30,000	\$47,553	\$320,000	\$12,500
Maximum Award	\$2,486,884	\$26,998,953	\$7,425,125	\$8,868,072	\$8,459,000	\$33,315,649	\$25,870,000	\$33,315,649
County								
Number of Awards	10	4	10	9	4	2	7	46
Amount of Awards	\$10,119,038	\$665,000	\$35,679,186	\$83,231,361	\$24,288,000	\$650,000	\$9,454,063	\$164,086,648
Average Award	\$1,011,904	\$166,250	\$3,567,919	\$9,247,929	\$6,072,000	\$325,000	\$1,350,580	\$3,567,101
Minimum Award	\$100,000	\$40,000	\$129,600	\$250,000	\$100,000	\$200,000	\$300,000	\$40,000
Maximum Award	\$6,559,688	\$250,000	\$17,117,000	\$57,548,363	\$14,188,000	\$450,000	\$5,000,000	\$57,548,363
Special Purpose District								
Number of Awards	4	2	2	4	4	2	2	20
Amount of Awards	\$1,250,000	\$10,819,400	\$10,080,000	\$1,068,874	\$8,691,345	\$3,862,868	\$5,125,785	\$40,898,272
Average Award	\$312,500	\$5,409,700	\$5,040,000	\$267,219	\$2,172,836	\$1,931,434	\$2,562,893	\$2,044,914
Minimum Award	\$100,000	\$819,400	\$80,000	\$100,000	\$48,322	\$481,050	\$1,125,785	\$48,322
Maximum Award	\$500,000	\$10,000,000	\$10,000,000	\$464,374	\$5,500,171	\$3,381,818	\$4,000,000	\$10,000,000
Public Utility District								
Number of Awards	1	2	3	2	4	1	4	17
Amount of Awards	\$100,000	\$2,135,554	\$1,002,874	\$296,900	\$4,644,709	\$2,293,696	\$8,977,619	\$19,451,352
Average Award	\$100,000	\$1,067,777	\$334,291	\$148,450	\$1,161,177	\$2,293,696	\$2,244,405	\$1,144,197
Minimum Award	\$100,000	\$279,812	\$50,000	\$96,900	\$213,705	\$2,293,696	\$279,413	\$50,000
Maximum Award	\$100,000	\$1,855,742	\$814,874	\$200,000	\$2,714,959	\$2,293,696	\$7,134,656	\$7,134,656
Conservation District								
Number of Awards	2	1	2	1	3		2	11
Amount of Awards	\$2,000,000	\$250,000	\$4,750,000	\$1,500,000	\$2,800,000		\$2,314,500	\$13,614,500
Average Award	\$1,000,000	\$250,000	\$2,375,000	\$1,500,000	\$933,333		\$1,157,250	\$1,237,682
Minimum Award	\$500,000	\$250,000	\$750,000	\$1,500,000	\$300,000		\$1,143,247	\$250,000
Maximum Award	\$1,500,000	\$250,000	\$4,000,000	\$1,500,000	\$2,000,000		\$1,171,253	\$4,000,000
Quasi-Municipal								
Number of Awards						1		1
Amount of Awards						\$29,224,000		\$29,224,000
Average Award						\$29,224,000		\$29,224,000
Minimum Award						\$29,224,000		\$29,224,000
Maximum Award						\$29,224,000		\$29,224,000
Year Total								
Number of Awards	32	35	47	41	38	12	24	229
Amount of Awards	\$24,522,940	\$66,375,156	\$80,452,761	\$117,486,794	\$84,390,187	\$89,951,366	\$68,199,546	\$531,378,750
Average Award	\$766,342	\$1,896,433	\$1,711,761	\$2,865,532	\$2,220,794	\$7,495,947	\$2,841,648	\$2,320,431
Median Award	\$499,500	\$330,000	\$964,690	\$500,000	\$690,500	\$465,525	\$732,426	\$522,500
Minimum Award	\$100,000	\$12,500	\$13,500	\$37,337	\$30,000	\$47,553	\$279,413	\$12,500
Maximum Award	\$6,559,688	\$26,998,953	\$17,117,000	\$57,548,363	\$14,188,000	\$33,315,649	\$25,870,000	\$57,548,363

Source: Department of Ecology Award History (2000-2006) and Berk & Associates, 2005

Note: Special Purpose Districts include nine sewer/water districts, three health districts, two irrigation districts, two boards, one dike district, and one port district awards.

ATTACHMENT F

**PROFILES OF LOCAL INFRASTRUCTURE FUNDING
IN OTHER STATES**

ATTACHMENT F

PROFILES OF LOCAL INFRASTRUCTURE FUNDING IN OTHER STATES

The discussion of local infrastructure funding in Section 4.0 draws on a general literature review and selected examples from other states. This section includes fuller profiles of other states, some similar to Washington and others very different, to illustrate the range of policy options described in the body of this report.

INFRASTRUCTURE PRACTICES PROFILE: DELAWARE

Summary

Delaware funds local infrastructure programs through a variety of state Departments, but has made infrastructure funding a major component of the Governor's "Livable Delaware" agenda. The state has conformed its own infrastructure spending—which in Delaware covers many projects that would fall to local governments in other states—to its growth management strategy. The principles of Livable Delaware also shape funding of local projects, through both formal criteria and the work of an inter-governmental Advisory Council.

System Description

Delaware is a small state, about the size of King County and with less than half the population. Preservation of open space and farmland has been a policy priority in Delaware for many years, and in 2001 Governor Ruth Ann Minner tied this goal to infrastructure programming through her "Livable Delaware" growth management initiative. As Delaware's state government plays an unusually active role in building infrastructure, the first step was to develop and follow a set of *Strategies for State Policies and Spending* to promote concentrated growth. This document takes a detailed approach, specifying four Investment Levels appropriate to areas of the state with differing levels of existing development, then using fine maps to assign classify every part of the state.

Livable Delaware also extends to local governments' infrastructure projects, through the decisions of state funding programs and an Advisory Council that brings together state and local officials to coordinate on land use issues. Part of the Governor's 2005 Livable Delaware legislative agenda is the Sprawl Prevention Act, which would prohibit local governments from making water and sewer investments in areas outside of state-certified local land use plans, to discourage residential growth there. Unlike other states that provide strong policy guidance for infrastructure funding, Delaware has not taken steps to consolidate its funding programs under one agency. Livable Delaware is a "coordination initiative" led by the Office of State Planning Coordination.

Notable Practices

The growth management strategies that guide Delaware's infrastructure funding decisions follow a "Fix It First" approach (see p. F-8); streamlined procedures for brownfield reclamation, reform of regulations that encouraged school construction in undeveloped areas, and incentives for building on local sewer systems also reflect this emphasis. The state's use of GIS and aerial photography to generate detailed geography-based policy is also notable.

Achievements and Challenges

One achievement has been increased effectiveness in the state's process for reviewing proposed land use changes. After frustrations with a process that made state review the final step, sometimes taken only days before construction was scheduled to begin, Delaware created the Preliminary Land Use Service (PLUS), a system that puts state input and coordination at the beginning of the planning process. The state has reviewed 265 changes through PLUS since February 2004, and reports that the system is working well to prevent late-stage conflicts.

A remaining challenge is the prevalence of stand-alone wastewater systems which allow dense development in rural areas the state has targeted for preservation—and can make it politically difficult to deny future infrastructure support. The proposed Sprawl Prevention Act would prohibit such systems.

Sources

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Delaware Strategies for State Policies and Spending: 5 Year Update. Delaware Office of State Planning Coordination, 2004. <http://www.state.de.us/planning/strategies/strategies.shtml>

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INFRASTRUCTURE PRACTICES PROFILE: ILLINOIS

Summary

Illinois funds local infrastructure projects through a range of programs, and while many are geared toward economic development, most are not coordinated with one another or formally aligned with state goals. One exception is a pilot program to direct development funding to distressed communities outside of the annual grant cycle. Low-interest loans for infrastructure projects are provided through the self-funded Illinois Finance Authority.

System Description: Experiments in Coordination

Illinois funds local infrastructure through programs in a variety of state departments and agencies including Commerce & Economic Opportunity, Housing, Natural Resources, and Environmental Protection. Coordination across programs is difficult. Use of funds is closely monitored, but the state has not emphasized performance measurement. Most infrastructure funding decisions are driven by program-specific criteria rather than any statewide priority.

The state is experimenting with coordinated grant funding by piloting a Community Revitalization Program. As a planning document describes, the state “recognizes that the enormous needs of poverty-stricken communities do not always lend themselves well to annual competitive funding cycles with limited dollars available. Frequently, these communities also lack the human resources needed to prepare competitive grant applications... For these communities, the traditional competitive grant funding represents a ‘band-aid’ approach, when what is truly needed is a thought-out comprehensive strategy from planning, to implementation to final sustainability.” Under the pilot program, a distressed community that is targeted by the state can receive certain forms of federal funding without writing its own applications. The state hopes to funnel other state and federal funds through the program in the future.

Another source of infrastructure funding in Illinois is the Illinois Finance Authority (IFA), which provides low-cost capital through programs including a Pooled Bond Program, Rural Development Loan Program, Local Government Bond Program, Housing Bond Program and Pooled Tax Anticipation Loan Program for local governments. IFA was founded in 2004 when Governor Blagojevich consolidated seven existing state finance authorities, including the Development Finance Authority, Community Development Finance Corporation and Rural Bond Bank. The consolidation improved efficiency and allowed for a more active approach; as the authority’s former Executive Director described, “Our predecessor authorities were set up as conduit agencies that responded to requests for tax-exempt and other financing needs. The new IFA will more actively seek new opportunities, open additional markets and develop useful products.”

Even greater coordination, around the policy theme of economic development, may be around the corner: Governor Rod Blagojevich is lobbying the state Legislature for his “Opportunity Returns” capital plan, which would direct state investments, including some infrastructure projects, according to ten regional plans. This is the Governor’s fourth major push for the plan in three years, however, and Legislative support is uncertain.

Notable Practices

Illinois has a longstanding practice of aggregating the bond debt of rural governments to provide them a lower interest rate. Formerly administered by the Rural Bond Bank, this practice continues through IFA, and is no longer confined to rural bond issuers.

Achievements and Challenges

A major challenge for infrastructure projects aimed at economic development is found in Illinois' small farm and mining towns, many of which have been struggling economically for decades as old jobs depart without being replaced. There has been some success in using infrastructure and technical assistance to encourage neighboring towns to take a regional approach to job attraction.

Sources

Interview with Pete Arnolds, Grant Manager, Illinois Department of Commerce and Economic Opportunity

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INFRASTRUCTURE PRACTICES PROFILE: MASSACHUSETTS

Summary

In Massachusetts, almost all infrastructure funding programs are administered through a single state department, which takes an extremely active role in coordinating across programs and aligning local projects with an overriding set of growth management goals. Ongoing efforts focus on asset inventories, performance measurement and cooperation with applicants.

System Description: Centralization with a Mission

Massachusetts has dramatically re-organized its system of infrastructure funding in the last two years, with the Commonwealth government taking up a uniquely central, deliberate and active role in infrastructure programming. The Office for Commonwealth Development (OCD) was established in 2003 through the merger of four departments related to growth management and infrastructure: Environmental Affairs, Housing & Community Development, Transportation and Energy. The merger was meant to help coordinate infrastructure investments for maximum effect and minimal conflict, and align those investments with the Governor's growth management goals.

With all local infrastructure programs under its roof, OCD has been working to rationalize and consolidate the various funding processes—some of which lacked any application process—in order to improve efficiency and promote “Smart Growth” principles (*see sidebar*). Under “Commonwealth Capital”, a new infrastructure funding policy, municipalities’ land use plans are scored for conformity with Smart Growth, and weighed 30% in project decisions. Other changes of note:

Massachusetts’ Development Principles for Smart Growth

1. Redevelop First
2. Concentrate Development
3. Be Fair
4. Restore/Enhance the Environment
5. Conserve Natural Resources
6. Expand Housing Opportunities
7. Provide Transportation Choice
8. Increase Job Opportunities
9. Foster Sustainable Business
10. Plan Regionally

- **Inventory.** A recent complete survey and assessment of all the Commonwealth’s bridges was the first of its kind, and part of a push to take stock. Agencies unresponsive to this priority have seen leadership changes.
- **Performance measurement.** Performance measures were introduced in the first year, and this year are becoming more specific. Massachusetts’ model is the City of Baltimore’s CityStats system.
- **Earmark rejection.** The construction of local projects “earmarked” by legislators has slowed, partly because many legislators agree with Smart Growth and partly because in Massachusetts the Governor determines which budgeted projects are actually funded (only about \$1.25 billion worth out of \$10 billion budgeted).
- **Local support.** New funds are available to provide communities with technical assistance and build capacity in rural jurisdictions. Commonwealth Capital has imposed new reporting requirements,

but applicants now benefit from electronic applications, joint application forms for some programs, and training opportunities.

Notable Practice

Massachusetts has been a pioneer in funding infrastructure according to “Fix It First,” a development philosophy adopted by a number of states, based on “prioritiz[ing] investments in roads, schools, utilities, housing and other infrastructure in a way that leverages and enhances existing assets before building new” (*Fixing it First*, NGA Center for Best Practices Issue Brief). By focusing new investments in existing infrastructure or new infrastructure in developed areas, Fix It First communities hope to promote concentrated development (by reducing sprawl and preserving open space) and increase efficiency by taking advantage of infrastructure that already exists. If a community needs a new school, for example, the Fix It First approach would be to rehabilitate a school building in a developed area rather than build a new facility in an undeveloped area, which would require the construction of connecting water lines and other infrastructure, and encourage further sprawl.

Under the Fix It First banner, OCD is targeting funds to repair bridges, redevelop the cores of aging mill towns, promote development around transit stops, and develop housing on reclaimed brownfields. Although Fix It First has efficiency benefits, in Massachusetts it is discussed primarily as a tool to prevent sprawl.

Achievements and Challenges

About two-thirds of local jurisdictions have joined in the Commonwealth Capital system after its first year, and hundreds of millions of dollars in funding now flow through that single department and its “Smart Growth” filter. Internally, OCD staff report a change in bureaucratic culture toward a comprehensive, inter-agency way of thinking about common problems. (This comes in contrast to the previous system, which would allow one program to protect an undeveloped parcel while another program funded development all around it.)

Challenges remain as well. Many local jurisdictions have refused to subject their land use policies to scrutiny by the Commonwealth, and municipalities with economic problems resist scrutiny of the development projects they see as lifelines. Independent observers have called for streamlining the construction permitting system (as well as a host of changes to the way the state carries out its own infrastructure projects). Finally, there is uncertainty about the future direction of an initiative that has relied on very active and vocal leadership from the Governor, because he may not run for re-election.

Sources

Interview with Robert Mitchell, Special Assistant for Sustainable Development, Office for Commonwealth Development

Office for Commonwealth Development web site: <http://www.mass.gov/ocd/>

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http://www.massinsight.com/docs/KMC%20Progress%20Report_n01_Infrastructure.pdf

2005 Report Card for Massachusetts, Governing Magazine: <http://results.gpponline.org/>

INFRASTRUCTURE PRACTICES PROFILE: MICHIGAN

Summary

Efficient financial management and leveraging of the state's Water Pollution Control Revolving Fund are important elements of Michigan's approach to addressing local infrastructure needs, as is the Michigan Municipal Bond Authority (MMBA). The MMBA allows local governments to pool debt issuances and achieve lower-cost financing for infrastructure and other projects.

System Description: Focus on Water Quality and Debt Pooling

Michigan does not have a state-controlled funding source equivalent to Washington's Public Works Trust Fund or Community Economic Revitalization Board, although local governments can utilize the Municipal Bond Authority to access lower-cost funds than they could otherwise access.

The state's revolving funds (Water Pollution Control State Revolving Fund, the Drinking Water Revolving Fund, and the Strategic Water Quality Initiative Fund) are administered through one office: the Department of Environmental Quality (DEQ), Environmental Science and Services Division, Revolving Loan and Operator Certification Section. When Michigan's Department of Health was dissolved, related responsibilities were transferred to DEQ. The two federally-supported revolving funds have been administered through DEQ since their inception: 1998 for the Water Quality State Revolving Fund and 1995 for the Drinking Water State Revolving Fund.

Staff noted significant advantages in having a single office manage programmatic administration. Clients deal with one district engineer and one project manager, rather than separate staff for water quality and drinking water issues. Additionally, efficiencies are achieved on the state side, as one staff member can be sent to meetings, rather than two. Staff stated while there is some stress on staff, who must be competent in two programs, they generally enjoy the challenge and prefer not to be limited to one program and one set of issues.

DEQ handles all programmatic environmental process components of the programs while the Michigan Municipal Bond Authority handles the financial side of program. Staff report both advantages and disadvantages to this arrangement. The greatest advantage is access to staff and attorneys with expertise in municipal finance – something that would have to be duplicated if the department were charged with financial administration. In terms of disadvantages, staff said there were challenges in aligning the work of two different agencies with different missions and priorities. MMBA staff are "spread among several programs, meaning we have to fight for our place in things." Staff also cited an initial learning period, during which MMBA staff familiarized themselves with the workings of the environmental programs. According to interviews and a review of related literature, more than 60% of Clean Water Revolving Fund programs operate with separate agencies responsible for program/environmental administration and financial administration of the program.

Community Development Block Grant funds are administered via the Housing Development Authority, with very little overlap or collaboration between these funds and the revolving loan funds. Little assistance is available to direct applicants to appropriate funding programs.

These programs receive little overarching direction from the state. The revolving loan programs are administered using a Priority Project List, in which potential projects are ranked and funded according

to specific criteria. These criteria are established at the program level through state law and state rule, and are not part of a broader policy direction coordinating multiple programs.

State Revolving Funds

In 2002, the Legislature injected additional state resources into Michigan's Pollution Control State Revolving Fund through Proposition 2 on the 2002 statewide ballot. With voter approval of this Proposition, the state gained the ability to borrow up to \$1 billion to finance water pollution control projects.

Ten percent of these funds are earmarked to create the Strategic Water Quality Initiatives Fund (SWQIF), a new revolving fund which is administered under the same process by which the Drinking Water State Revolving Fund (SRF) is administered. SWQIF funds are used to address private property connections to sewer system, which cannot be funded through the SRF. The remaining 90% of the "Prop 2" funds are earmarked to supplement the state contribution to the SRF.

To date, only two communities have drawn on the SWQIF, and none of the remaining 90% of the borrowing authorization has been tapped. With Michigan's aging waste water infrastructure and two very large projects coming in FY07 (totaling nearly \$1 billion), it is anticipated that this authorization will be utilized in the future.

Notable Practices – Financial Management

Michigan prides itself on managing its revolving loan funds very frugally. The state makes no direct loans from these funds, leveraging them instead by depositing funds in a reserve account and issuing revenue bonds supported by this reserve fund and scheduled loan repayments. Depending on the comparative difference between the state's borrowing rate and the program's lending rates, the state can leverage these funds by as much as two-fold. For this reason, the state is very careful about how lending rates are set. The program has also taken advantage of recent low interest rates to refinance this debt at more advantageous terms. Michigan's Municipal Bond Authority partners with the Department of Environmental Quality to manage the financial aspects of the state's revolving loan fund programs. Michigan is also innovative with its cross-investment credit structuring, which allows the State to use available monies from one revolving fund to help cure a default in the other revolving fund. This ability provides additional security to bond holders, enabling the state to capture more advantageous terms for its leveraging bonds.

The Municipal Bond Authority (MMBA) was established in 1985 with the mission of "providing an alternative source of financing for infrastructure projects and low cost access to the public finance market for Michigan local units of government" (2004 Annual Report). The Authority handles the financial administration of the Water Pollution Control State Revolving Fund, the Drinking Water Revolving Fund, and the Strategic Water Quality Initiative Fund. The Authority also administers the Local Government Loan Program, which pools local obligations to provide competitive interest rates for long-term financing for public entities for equipment, vehicles, real property, infrastructure needs and refunding existing debt. The Authority's Revenue Note Program supports school district funding for short-term cash flow needs for operating purposes by pooling loans.

Achievements and Challenges

The state has made huge strides in water quality improvement and public health protection. In the early 1990s, Michigan embarked on a regimental approach to addressing inadequacies with its combined sewer and sanitary sewer systems, as heavy rainfalls regularly resulted in the discharge of inadequately treated or completely untreated raw sewage into the stormwater runoff system. To date, 61 communities have separated these systems, mostly with SRF assistance. Most remaining communities are working at resolving this issue. Over the course of its history, the SRF has lent out \$2.3 billion, half of which has been focused on combined sewer overflows.

A few communities are experiencing growth challenges, but the state reports its biggest challenge is staying ahead of upgrade replacement needs. The SRF is utilized by many communities for such rehab work.

Sources

Interview with Chip Heckathorn, Chief, Department of Environmental Quality, Environmental Science and Services Division, Revolving Loan and Operator Certification Section

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Michigan Municipal Bond Authority 2004 Annual Report:

[http://www.michigan.gov/documents/AnnualReport2004\(MMBA\)_124253_7.pdf](http://www.michigan.gov/documents/AnnualReport2004(MMBA)_124253_7.pdf)

2005 Report Card for Michigan, Governing Magazine: <http://results.gpponline.org/>

INFRASTRUCTURE PRACTICES PROFILE: OREGON

Summary

Oregon's local infrastructure programs are arrayed in almost perfect parallel to Washington's. A central policy focus on job creation and the Governor's Economic Revitalization Team provide an overarching focus and concrete interagency coordination and collaboration.

System Description: Jobs, Jobs, Jobs

Oregon's local infrastructure investment programs parallel Washington's:

- Oregon's Economic and Community Development Department (OECD) administers several relevant programs including the Special Public Works Fund, CDBG funds, and the Safe Drinking Water Revolving Fund and Drinking Water Protection Loan Fund. These last two funds are administered jointly with the Department of Human Services, similar to the joint administration of Washington's Drinking Water Revolving Fund by the Public Works Board and the Department of Health.
- The Department of Environmental Quality administers the state's Clean Water State Revolving Fund through its Water Quality Division.

The Special Works Fund, founded about 20 years ago, is described as the "flagship program" of OECD because of its large fund size (\$145 million) and because it is closely tied to the mission of the department. The program is capitalized through lottery bond proceeds and structured as a revolving loan program targeting economic development or economic and community development projects. Any municipality can apply to help secure private sector development and job creation. Awards are primarily in the form of loans. Award sizes have increased over time, with recent projects funded at \$800,000, \$2 million and \$15 million. As noted below, the fund is leveraged by challenging some applications through the Oregon Bond Bank.

The Governor's focus on job creation and the Governor's Economic Revitalization Team (GERT) provide overarching policy focus for these programs, as well as creating opportunities for real interagency coordination and collaboration, resulting in a broad array of resources being brought to bear on priority projects. The GERT originated as the Community Solutions Team in 1997, under Governor John Kitzhaber. In 2003, Governor Ted Kulongoski renamed the group and shifted its focus from livability to economic revitalization. While local infrastructure grant and loan programs have rules for making awards, the Executive acts through the GERT to imprint his number one priority – job creation – on programmatic award decisions.

The GERT "emphasizes multi-agency coordination on projects of local and statewide significance," with the goal of ensuring there is a seamless relationship between state and local government, and a cross-agency approach to issues. By statute, different agencies have different missions, which are sometimes in conflict. Economic development agencies, for example, act to generate jobs, while the Department of Environmental Quality seeks to protect the state's air, lands and waters. GERT meetings help balance these differing missions and coordinate resources.

Directors of the following eight state agencies are members of the GERT:

-
- Oregon Economic and Community Development Department
 - Oregon Department of Transportation
 - Department of Consumer and Business Services
 - Department of Land Conservation and Development
 - Department of Environmental Quality
 - Department of State Lands
 - Oregon Department of Agriculture
 - Oregon Housing and Community Services

Members of the GERT meet monthly, as do key regional representatives. These meetings are open to local and regional partners, including local government and state legislators. GERT regional representatives were described as a “huge resource” by OCEDD staff, alluding to the fact that when these individuals meet with local government, they bring a comprehensive knowledge of the state’s different options for funding infrastructure at the local level.

Oregon also employs “One Stop Meetings” during which a community can present projects to all appropriate funding agencies. This provides an opportunity to best align projects and appropriate funding streams. These meetings are held as often as once a month, on an as-needed basis.

Notable Practices – Outcome Orientation

Oregon has a system of performance measures linked to the budget process. The Progress Board of the Department of Administrative Services oversees and reports on the performance of individual agencies and the state as a whole.

Oregon’s overall strategic vision is encapsulated in *Oregon Shines II*. This document highlights three key goals: 1) quality jobs for all Oregonians, 2) safe, caring and engaged communities, and 3) healthy, sustainable surroundings. Benchmarks – “high-level societal measures that gauge how Oregon is doing as a whole” – are formed around these three goals and organized into seven categories: economy, education, civic engagement, social support, public safety, community development and environment.

Annual Performance Progress Reports use key performance measure data to describe each agency’s progress towards its mission and goals. Where agency work aligns with Oregon Benchmarks, agency performance measures represent stepping stones to achieving Oregon Benchmark targets. Agencies with no direct link to Oregon Benchmarks align their performance measures exclusively with their agency’s mission and goals. Many agencies have additional measures for internal management.

Each of the eight member agencies involved in GERT, including GERT itself, track key performance measures (KPM) related to their programmatic focus. For example, Oregon’s Economic and Community Development Department is evaluated based on nine KPM ranging from total jobs created and retained to penetration rates and customer service scores. It is reported that the different performance measures for the GERT-related agencies are sufficiently in synch to avoid conflict related to local infrastructure investments, and in fact provide incentives for interagency collaboration.

Notable Practices – Financial Management

Applications to Oregon's Special Public Works Fund are sorted into two categories: those from credit-worthy local governments are funded through the Oregon Bond Bank, while less credit-worthy applicants are funded through the loan program itself. Directing applications to these separate funding paths is described as a seamless for applicants.

Each year the Bond Bank makes two issues totaling \$60-70 million. The state contributes collateral and insures the offering, meaning local government agencies pay only the coupon rate, which is lower than they would pay if they were the primary bond issuer.

Less credit-worthy applicants who are funded through the Special Public Works Fund also receive funds at a more affordable rate than they might otherwise achieve, but not as low as the subsidized rates available through the state's revolving loan funds.

Sources

Interview with Mark Ellsworth, Regional Coordinator, Governor's Economic Revitalization Team (GERT)

Interview with Gary Whitney, Program Specialist, Oregon Economic and Community Development Department, Community Development Division

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Oregon Shines II: <http://egov.oregon.gov/DAS/OPB/docs/osII.pdf>

2005 Report Card for Oregon, Governing Magazine: <http://results.gpponline.org/>

INFRASTRUCTURE PRACTICES PROFILE: PENNSYLVANIA

Summary

Pennsylvania's local infrastructure programs are administered through a number of departments. As part of a focus on redeveloping Pennsylvania's economy, infrastructure and quality of life while maximizing the impact of a strained budget, the Governor's administration has begun tracking and inventorying investments from multiple state departments, improving inter-departmental communication, and encouraging departments to collaborate.

System Description

Governor Edward Rendell established the Governor's Economic Development Cabinet, comprised of representatives from state departments who have a role in the revitalization of the State's communities and economy, to coordinate strategic planning efforts and projects related to economic development. The departments represented include the Department of Economic and Community Development (DECD), the Pennsylvania Department of Transportation, the Department of Conservation and Natural Resources, the Department of Environmental Protection, the Pennsylvania Infrastructure Investment Authority (PENNVEST) and others.

The Governor's Economic Development Cabinet created a set of principles and criteria for state agencies to guide investment and support local growth and economic development across Pennsylvania. These principles include focusing on reuse and redevelopment of existing infrastructure, joining Massachusetts and other states with a "Fix It First" policy (see page F-8). Other guiding principles include: managing growth; increasing job opportunities and sustainable business development; enhancing the environment and Pennsylvania's recreational resources; promoting equitable business and housing development; and supporting regional planning and local implementation.

Under Governor Rendell's Economic Development Cabinet and the strategic criteria his Cabinet developed, state departments are working together to map and distribute the state's grant and loan programs, conserve Pennsylvania's agricultural resources and redevelop Pennsylvania's older cities and brownfield sites. The Governor's Economic Development Cabinet meets monthly to discuss the implementation of its strategies and how proposed local projects are best funded and planned. The administration feels that by combining resources, the right department or departments will be strategically investing in local projects.

Notable Practices

Governor Rendell established the Economic Stimulus Package (ESP) within Pennsylvania's Department of Economic and Community Development. Governed independently by the Commonwealth Financing Authority, the ESP groups state-funded programs centered on economic development. Designed as a tool for local governments and communities, the ESP includes over \$2.3 billion in program and grant funding across 50 different programs. Areas of focus include new capital resources in small cities and communities, investments in rural, urban, and suburban sites, and programs designed to leverage funds to generate at least \$5 billion in private investment in economic and community development projects. ESP programs include PennWorks, which provides grants for projects that construct, expand or improve water and wastewater infrastructure related to economic

development, and Business in Our Sites, which provides grants and loans to make vacant sites ready for economic development projects.

DCED has also implemented a "Single Application" process for all of its community and economic development financial assistance programs not included in the ESP. It is designed to break down the bureaucratic silos within DCED, and to award funding based on merit rather than for successful grantsmanship.

Sources

Interview with Steve Drizos, Director of Commonwealth Financing Authority

Interview with Brion Johnson, Assistant Director PENNVEST

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Department of Community and Economic Development website: <http://www.newpa.com/>

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ATTACHMENT G

STAKEHOLDER INTERVIEW SUMMARY

ATTACHMENT G

STAKEHOLDER INTERVIEW SUMMARY

1.0 INTRODUCTION AND GUIDE TO THIS SUMMARY

- This Interview Summary encompasses the results of stakeholder interviews conducted from September through November 7, 2005. The great majority of interviews were conducted by telephone.
- The format of the Summary is that of a collection of quotes and paraphrases of interviewees' comments that have been organized by theme.
- All points made and issues identified in this Summary are those conveyed by the interviewees. To obtain useful findings, interviewees were assured that responses would not be attributed to specific individuals or organizations.

2.0 OVERALL CONTEXT AND EXTERNAL DRIVERS

Population Growth

- Between 1990 and 2003 population growth in Washington's cities (people living in cities and towns) increased by 48%.
- Growth is one of the real dilemmas for the State. There are interdependent situations that are growth-driven. The whole infrastructure issue is one of them.
- Prior to the Growth Management Act (GMA), infrastructure program funds weren't available for growth. Post-GMA, agencies are required to develop capital facility plans, and once a project is on such a plan, it is eligible for certain funding. This has changed and expanded the nature of the demand for funding. It shifts priorities, too.

Funding Shortages and Challenges

- The biggest problem of all is not enough money! Only a minority of all projects get funded.
- All programs are facing challenges because of funding cutbacks.
- The biggest challenge is declining resources for infrastructure. Every one of the infrastructure programs got hit. Every program is feeling it.
- The funding capacity isn't there to meet the need.
- There are diverging arrows: needs are increasing and expectations regarding things like safe drinking water are increasing. Base funding is decreasing, as is spending power. There is a deepening gap between the needs and the capacity.
- Our organization's biggest concern is to grow the pot. With such a fragmented system, both the amount expended annually and the total need are hidden. A combined program would provide an easier roll-up of total expenditures and need, though it would result in more competition.
- People don't realize how inadequate investments are: to maintain and repair what we've got; to provide for growth; and to provide for economic development.
- We're now doing virtually nothing related to funding economic development.
- The federal government is also expecting its programs to absorb increasing administrative costs, such as salary increases and health care cost increases. So there is less federal funding generally available for program costs.

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- The Public Works Board (PWB)/CTED 1998-99 study quantified the problem. It showed the six-year need in five areas: streets, bridges, sewer, water and stormwater systems. There is an \$8 billion need, the majority of which is in cities; this was a very conservative estimate as it was based on the adopted capital facilities plans. Because cities can only include projects on the list that have identified funding sources, there are many needed projects that didn't appear on the list.
 - We are never going to have enough money – so we need to get focused and make a difference in a few places.
 - Have had a 40% growth in domestic water, sewer, drainage needs between 1998-2003 and 2005.
 - People don't realize how much the funds rely on federal funding – SRF, CDBG. Federal funding cuts are a real challenge.
 - Projects are getting more expensive: there are big increases in construction wages, and in the price of iron, concrete, and other construction materials. Plus increased environmental mitigation costs (25-33% of PWTF-funded projects go to environmental mitigation); archeology costs are increasing; permitting and homeland security costs are all increasing.
 - We should have tax increment financing in the state. It could work well if there were carefully thought out criteria to deal with the unintended consequences.
 - We've silo-ed the money more here than in other states. It would be much easier to access the funding without the silos.
 - We need to do more in infrastructure.

Role of Economic Development versus Basic Infrastructure

- There is inherent tension in the system between growth-related projects and fixing the infrastructure we have.
- The programs weren't created for economic development. Yet there is more and more pressure for the programs to "do all of the above."
- There has been a big push recently for jobs, and that means economic development priorities.
- Legislators have been dealing with this in part through direct appropriations for economic development purposes.
- Our *de facto* infrastructure policies are that we fund growth and let the Viaduct fall to pieces. We put money into new facilities and we tend to let existing infrastructure go.
- Need to make sure that the state maintains respect for infrastructure that isn't glitzy, that doesn't get any respect.
- We tend to fund sexy new projects and ignore the basic infrastructure.
- We are subsidizing the state's sewer and water rate payers, we should move the money and target it to economic development.
- The State needed the new funds created this year – the CERB Job Development Fund and the Strategic Reserve Account – to provide additional money and flexibility beyond what is offered by CERB and the PWTF. They just can't move fast enough to respond to some economic development situations and opportunities.
- The Governor's Discretionary Fund is something we've needed for a long time.

Legislative Role and Trend Toward Direct Appropriation for Projects

- Legislative constituencies focus on their own narrow areas of interest: GMA, economic development, etc. All are real and needed, but there also needs to be a better understanding of

how one impacts the other; for example, how changes in rules and regulations related to growth management lead to required investment in infrastructure within the UGA.

- The current trend is to ask the Legislature for infrastructure/economic development assistance. This issue has climbed to the top of the legislative priority list for cities.
- The fact that we have inadequate programs and funding for those programs has led to the increase in direct appropriations.
- The Legislature is moving more and more toward grants to cities (direct appropriations).
- In 2001 there was \$20 million directly appropriated; in 2005 it was \$120 million.
- The Legislature's role affects award timing: you are much less nimble when you need legislative approval. The Community Economic Revitalization Board (CERB) is nimble.
- The most nimble thing of all is to go straight to the Legislature for a direct appropriation, but that's a terrible way to fund projects.
- I'm skeptical of the new focus on economic development – the efficacy and impacts of money spent on the kind of economic development projects we are funding. The real issues in economic development are in education and workforce training, that's where the real impact will be.
- The Legislature views CERB and the Public Works Trust Fund (PWTF) as being highly successful, because they have some oversight. Legislators sit on the CERB Board, and for the PWTF, they have project approval authority.
- Member-requested projects – that's a big chunk of money being expended. Some agencies had projects that were displaced by the member requests.

Distinction between a Funding and a Regulatory Program

- The Department of Ecology's (DOE) primary role is as a regulator and so they view the world differently. There are many different requirements with federal funding.
- Look at a comparison of the way the two state revolving loan funds are administered – DOE runs their own process and it takes longer than the Drinking Water program administered by DOH and the PWB.
- Don't forget Congress! A good portion of these programs are driven by Congressional requirements, that affects their form and requirements.

3.0 POLICY AND STRATEGY ISSUES

A Collection of Programs Rather than an Integrated System

- Our model in Washington is one of decentralization and local prioritization, and hence, local control. There are 13 types of grant and loan systems reflected on the IACC website.
- Does anyone in the state know the full range of infrastructure programs? It's doubtful.
- Washington has a patchwork of programs: there is room for improvement in this.
- Don't assume that everyone has a common understanding of programs and their goals.
- These programs were created by the Legislature, and the Legislature doesn't think systematically.
- The lack of understanding of these programs translates into a willingness to fund them. For every problem identified, the Legislature has created a program to address it.
- These stovepipes get translated into a system in which local governments have multiple funding sources for certain project types. Yet it's difficult to aggregate the resources; many of them are locked in by state and federal funding streams.
- With changes in the Legislature, overall goals have been lost, with focus lost from the program's founding and original intent. Need to look at the founding statutes, especially the preambles and

legislative histories to understand the original intent for each program. It would be useful to have a written history of the programs, their evolution and diversions of funding.

- There is room for improvement in the system – it is hard to navigate. There are different cycles for each application, for example.
- The programs fund the same things, but often for different reasons.
- Jurisdictions mix and match to get projects funded – they get in line in different places. It really has been a problem. You go to three different funds and they all want to be the funder of last resort.
- From a user perspective, you have to have knowledge and be able to piece things together.

Statewide Infrastructure Policy Direction

- The state's program lacks policy direction – it's a collection of laws enacted over time.
- There is no policy direction at all – it's a "fix what's broken no matter why it's broken" approach.
- We should consider the money in these programs to be state investments. Now it is looked at as an assistance endeavor, to provide funding to agencies that don't have the money to do their projects.
- We ought to have a coordinated strategy that addresses current need and also looks to the future. Get the parts moving together to make a difference.
- We don't have a statewide infrastructure policy. We need clearer goals about infrastructure investments statewide.
- We are behind in our thinking about strategic priorities.
- We are missing an overall investment strategy.
- The vision we have for our economic future – it's not crystallized. We need the energy and focus to put something together that moves us forward. Infrastructure fits into that context.
- Let's have a unified purpose for all these programs.
- It's a camel designed by a committee – there is no overall strategy generally and no strategy to deal with a changing environment.
- There is no integration at any level. There is nothing that says: here are our needs as a state.
- The intent of the programs was that they operate separately. We don't want overlap.
- It's a "top-down, bottom-up, meet in the middle system" – a hybrid that works well. Bottom-up: requests come from the local communities, their local economic development engines. Top-down: the decisions are made at the Board level, and the Legislature votes on it in some cases. So maybe people like it because there has been enough discussion at all of these levels.
- We need to ask: what is the public benefit of this program?
- We need a better understanding of the context of capital investment in the state. Are there areas we should be investing in and we are not?
- We need to ask how much capital we are investing in. Are we being pennywise and pound-foolish?
- Each program has criteria, but you don't have integrated criteria across the programs. So it's difficult to determine appropriate outcomes for the system.
- Question: how do you create an integrated system that has certain desired outcomes?
- The opportunities for improvement are to create a strategic process to identify infrastructure as a legitimate interest – determine what the needs are, and what the implications of failing to address those needs are.
- We have limitations on our thinking about infrastructure – do you include natural systems, for example?

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- There should be a statewide strategic interest, beyond local control and local assistance. We should establish a more strategic approach to flood control, water supply and treatment, etc.
 - We need to identify how these grants strategically build to a larger vision.
 - Our policy has been to help the locals out. We do a great job providing assistance to the locals.
 - It's a locally organized system. Our philosophy is: local control and local prioritization. This is good; it encourages self-reliance – to have people take care of themselves.

Priorities and Program Objectives

- The state's larger goals for infrastructure – are they being met?
- There are too many discrete pots of money out there. There's no flexibility, because the pots are set up statutorily.
- There's a sense of unease about these programs, that we've not kept a firm grip. We just don't have a handle on things. Are we frittering away resources? Before we add anything new or just keep going, we should have this evaluation.
- Understanding what you are trying to accomplish is really important. Are the programs trying to accomplish finished projects – to get to ribbon-cutting? Need to look at things from a project (accomplishment) level.
- Need a transparent policy – so people know what you are doing.
- The reason to have a strategy, a strategic plan and a strategic direction is to set priorities. That is really critical to a well-managed program.
- If you had policies, you'd look at your priorities and spend the money there.
- Priorities are important; AND you need to be able to shift them over time.
- If you established global priorities (jobs, safety), then each program would have to say: is this the best way to allocate program funding?
- The Legislature really sets priorities, and they target specific issues, one at a time.

Not Clear How We Define Success

- Without an overall strategy and policy direction, it's unclear how to measure success.
- We need to say – what all do we have? And is there a better way to do this?
- The state has had success in funds distribution – that is clear.
- There is process success. There is success in process clarity and transparency. For example, how transparent is the process – is information clear and widely distributed?
- People love CERB and the PWFT – they appreciate the funding and the customer service. They also like the Interagency Committee for Outdoor Recreation (IAC) grants.
- The IAC programs have received kudos, for PRISM, and for explicit and clear methodologies. The PWTF is less successful in that regard; its process wasn't transparent and clear. The Department of Ecology's programs for water and solid waste would rank ahead of PWTF and below IAC, in terms of process success.
- A key question is how successful are the investments, are we getting what we intended? Besides helping out the local governments, can we measure what we putting out, our leverage ratios? Answer: it's been difficult to tell. How do you rate projects that won't show returns for 15 years?
- There is also management success: how well are we using banking and information technology? To what extent are agencies using paper versus more electronic means of processing applications and tracking grants?
- What are characteristics of a good program? Accountability. With the PWTF, local governments must demonstrate advanced thought on a project and their ability to maintain the infrastructure

once constructed. This careful scrutiny of applicants generates confidence in the public and the Legislature.

- We need to figure out what were our goals, and are the programs doing the job they were intended to do.
- The IAC'S PRISM system is a pretty good system, it populates the grant management system, so managers can file on-line progress reports. It also has mapping capability – started the mapping capability for salmon. PRISM provides a nice model for the process side, and eventually could be used to integrate and build a more strategic piece.
- This study should have a recommendation that the next piece of work should be an identification of the needs. Let's see what our needs are and if there are better ways to use the money being spent.
- Are the uses we are spending the funds on the right ones?
- A well-designed and managed system would: clearly identify the needs and meet those needs; offer technical assistance to turn needs into ideas; have secured political ownership so the programs are sustainable; have transparent decision making and be accountable to key outcomes. No program can do all of those well!

Outcome-Based Assessment

- Programs should be outcome based – they should make clear: what was accomplished?
- From an accountability standpoint, how do you roll this up in terms of results so you can say what you are getting for your money?
- We need to get a clear idea of the impact of these programs on a community. Maybe provide illustrative examples of where things are going well as a result.
- We need to determine how much we are spending, where it is going, and for what.
- Five years ago the accountability price tag could definitely kill a bill in the Legislature. Now, there is definitely more acceptance of the need to have accountability measures. Legislators are looking at things in terms of impacts on people and employment – the number of jobs created, what kind of jobs, etc.
- We have seen some improvements in recent years, more coordination and agencies trying to come up with performance measures. The challenge is having the staff to follow-up with project outcomes – that takes time.
- A challenge is: whose responsibility is it to report back on outcome measures? If it's a local agency responsibility, should that be a component of project funding?
- Once we create these programs, we don't look back. They are funding mostly infrastructure maintenance, rather than job creation. Government doesn't create jobs, businesses do.
- Looking across all the programs, in total – do they match up with the needs? Do they facilitate growth or help us catch up with growth? Do they improve public health? Do they attract and leverage federal dollars? Do they promote or prevent lawsuits? How do they relate to tribal governments?
- Reappropriations need attention. Can there be clear rules about that?
- Need some way of benchmarking these programs. Can we measure outcomes across programs?

The Role of Economic Development

- The bill that created the Governor's Strategic Reserve Fund (Discretionary Account) was a significant change in policy for the state and a really positive one. It was a loud shot across the bow that the existing programs aren't flexible enough and are too time-consuming.

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- The difference with the Strategic Reserve Fund is its flexibility and rapidity with which funds can be deployed. We are expecting to have a large number of requests for funding.
 - This Fund can be spent on training funds, for example. That's one difference between the Fund and the CERB program.

Alignment with Other State Management Efforts and Initiatives

- Should align this with the state's requirement to identify critical public facilities.
- Right now we don't look at infrastructure in an integrated way with the budget.
- Washington has a fairly advanced long-term capital budgeting process, we are considered to be among the best in the country. Every two years agencies are required to submit a ten-year plan. The Governor creates a complete ten-year plan and submits it to the Legislature. The Legislature looks at it in two-year increments.
- The Priorities of Government (POG) process is not well integrated with the rest of the accounting and reporting system. It's done at the budget level only, now.
- POG is really where the paradigm shift happened, where we said, let's look at it as a system.
- With GMAP process in place, people want to see a systematic approach to demonstrating results. We use all kinds of different measures now.
- We have mandates in place to do these things – GMAP, etc – but people don't know how. They need training.

Information Systems for Effective Performance Management and Outcome Measurement

- IT systems are a huge issue. We have legacy systems, and we try not to bond for new systems. They are funded from the operating budget.
- DOE and CTED are currently involved in a joint feasibility study, with OFM, for a joint contract/loans/grants management system. The two agencies have some of the same clients and needs for information tools to effectively manage contracts.
- OFM's Roadmap project is a 6-8 year plan to improve agency financial and administrative systems. Grants and contracts is a potential area for the Roadmap project. Its current focus is on human resource systems.
- Investments in back office systems have been less than they should be, and agencies do not get the IT support that they would expect. So now there are lots of manual processes, inefficiencies, shadow systems within agency-level systems, and data that are isolated in silos.
- We need an independent database, to answer key policy questions, such as: how much are we spending on water quality? Some of these topics cut across several agencies, all of which do things differently.
- We are under-invested in verification systems. Usually we fall short in having the information to make good systematic decisions. It's an upstream fight to get the money in place to do what needs to be done.
- Building verification and monitoring systems – it's almost a cultural bias in terms of how we do and don't spend money on these systems. The accountability movement should be focused on this.

Communication and Key Messages

- When you look at best practices, it's important to recognize that "infrastructure" can be defined very differently.
- We don't know what story to tell about infrastructure. We don't have a message to communicate.

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- We could do a better job of creating a common face on a single set of services.
 - The key is how it is reported to the Legislature. Don't say: we helped build 14 bridges. Speak to outcomes and impacts of those outcomes.
 - This report should provide a good picture of priorities and goals for the state's system.
 - An improvement would be defining and communicating which type of fund is used for what activities.

Meeting Emerging Needs

- There are several relevant, evolving environmental changes and needs: drinking water requirements are getting tighter; stormwater issues are heightened, including dealing with oil runoff and pesticide contamination; failing septic systems and restoration of shellfish beds; preserving wildlife habitat and other systemic environmental issues.
- We just started a new program to provide grants to counties for courthouse rehabilitation. The locals have no money for this.
- Counties have tremendous need for jail funding (which they are largely funding through voted G.O. debt).
- Private water systems – they don't show up on inventories – they are "orphan systems." Municipal agencies don't have funding to fix them.
- The State Infrastructure Bank option: there is a lot of paranoia about this – concern that money will only go to high visibility projects.
- There is the issue of "old" infrastructure versus new (technology) infrastructure. Since "new" technology is in the local CFPs, the PWB should fund it. The real challenge is in high speed data transmission, even heavy industry needs this infrastructure.
- There isn't coordination at the local level. There should be an infrastructure plan or template at the local level to coordinate the tasks with the state.

4.0 PROGRAM OPERATIONS: SYSTEMWIDE ISSUES

Program Funding

- The programs have some overlap and none are working very efficiently because they've been at static funding levels for years. Their purchasing power has been eroded.
- Compare funding to construction cost inflation since 1990! In the last two years the latter has gone up dramatically, due to increases in concrete, steel and diesel prices. There is a shortage of Portland cement. Asphalt has gone up \$20 per ton. Steel prices increased by 50% in a two-month period. Growth in the Chinese economy is also having a big effect – it's the primary driver behind steel price increases.
- Static funding levels have resulted in a decrease in the average size of award – for example at one agency it was \$1 million in 1990, \$700,000 in 2002.
- We are seeing and feeling the cumulative effect of less and less money available everywhere.
- For example, DOE and the Department of Health have far less money from the feds, so it keeps spreading the pressure.
- Program limitations often can be traced back to federal law and its associated programmatic requirements.
- Federal and state funding for basic infrastructure is dwindling, and there is a devolution of decision-making, a shifting of obligations to the local level.

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- One of the biggest problems local governments face is “gap funding” – how to get a project to construction that has some funding, but not all that is needed.
 - There is declining funding and tremendous cost increases, so the Legislature’s solution is to spread the money around more.
 - Some Revolving Loan funds were capitalized upfront and that’s been it. In contrast, the Public Works Assistance Account is recapitalized every year – we keep making it a bigger and bigger bank.
 - It’s important to look at other infrastructure funding options, such as the cost of obtaining funds in the private market. These are the macro influences.
 - If the funding was more generic, instead of in all the different pots, it would be easier for the locals. It would create a bigger pot of money and better access to the funding.
 - There is overlap within the programs: the PWB’s Emergency Loan program is very similar to CDBG’s Emergent Threat grant – one’s federal, one’s state. The PWTF did loans similar to CERB’s, but with a slightly different client base. CERB serves port districts and tribes.

Inter-Program Coordination is Needed to Navigate the System

- Everyone talks about coordination and one portal. But on the staff level there is coordination. We do talk to each other. The IACC is a convenient vehicle for that. We help clients with projects, and it’s all very informal. Most of the staff on the front lines are familiar with the other programs, so they can direct staff, especially new staff from the local jurisdictions.
- The IACC has a SWAT team approach – that is great. This model is a good place to look – it pulls teams of people together to help local jurisdictions.
- We need funding specialists that are broad gauge. Cross-pollination of staff people is important.
- Both the IACC and the Small Cities Initiative find the means to help communities package up their project needs. We may need to do more of that.
- Coordination is important for one-stop shopping. One-stop would be like the IACC, a portal – one place with an internet site that identifies the different funding options.
- It’s hard to have inter-agency coordination! It takes hard-nosed contract writing and funding provisos to get agencies to move together. It’s much easier to do your own thing.
- More interagency collaboration needed? Yes, maybe more collaboration between the Transportation Improvement Board (TIB) and PWB, so PWB could fund a portion of TIB grant-funded projects.

Loans versus Grants

- Loans have a real benefit: people who are borrowing pay closer attention to their projects. But there is inherent tension between the desire for a grant versus a loan.
- Loans are easier to pay with enterprise-funded organizations, we are seeing the effects of that.
- Some of the smaller cities have trouble accessing loans.
- WSARP program – we like it. It’s a grant program for utilities. Grant money augments SRF loans; there are cases when grant funding is really important to get a project done.
- Loans are hard for small communities. So they can’t make use of PWTF too readily.
- We should generally favor loans over grants so we don’t spend down the principal, but we support some grant funds, so long as there are clear criteria which determine whether loans or grants are most appropriate.
- Small local governments need grants, not loans, so helping them that way is useful.

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- Poorer jurisdictions need more generous consideration. They are strapped and often bonded to the hilt.

Access to Funding

- It is useful to have different pots of money available.
- All the programs have different timelines. We train staff at the local governments – when to apply for what.
- Jurisdictions of a certain size can't play the game; they don't have the resources to navigate the system.
- Smaller communities feel at a disadvantage in navigating the state programs. Yet there is a bias towards them – they aren't underserved at all by the programs.
- There is definitely a hole there – jurisdictions that don't have the resources to access the system. For example, the jurisdiction where the Clerk wears five hats. There is probably a need out there to help these municipalities.
- It would be very helpful to have a tool – a website – where they could start by answering: do you have a water problem? It would be a starting point to get them into the system.
- The IACC database is a start, but you have to make your way through it.
- I'm constantly amazed at the number of jurisdictions that don't avail themselves of funding.
- The complex, decentralized system favors sophisticated cities with the resources to understand and navigate the system.
- On the client side, there is staff turnover, probably 10-20% per year. So there are always new staff, and sometimes they know about the programs, sometimes they don't. So it's a constant education process, from both the state and federal perspectives.
- Are we creating a culture of haves and have nots?
- For counties, especially, infrastructure isn't easy to fund. The smart thing to do would be to bond – but there is the worry about annexation (in the UGA) and this serves as an impediment to funding/building the infrastructure.
- A structural problem with GMA, is that it leaves the counties on the hook for the bond debt even if the area is annexed.

Financial Management

- What these programs really are is a finance agency, a bank.
- These programs are a cash management job. Their job is to fund infrastructure!
- How much are you obligated, expended? The reasons why an agency would have a significant cash balance include not picking enough projects, or not aggressively managing cash flow.
- The Accelerated Loan Commitment Model (ALCM) has been used by the PWTF in the past. The Drinking Water program is now emulating these practices.
- We are really running separate banks in all these programs. Could you take all the money spent running these separate processes, and use it to fund projects?
- Maybe consolidate the banking functions, e.g. making the disbursements, keeping track of revenues.
- None of the loan programs do the banking functions well. We don't need to duplicate banking functions in each agency.

Areas of Program Overlap and Differences

- The programs are fundamentally different in nature. For example, the DWSRF has specific, federally-mandated goals regarding microbial risk. The State Department of Health (DOH) rates

applications by the type of public health risk that is being addressed by the project and PWB awards the funds.

- The Centennial program and PWB funding – jurisdictions sometimes apply to both. Shouldn't we be more focused?

Suggested Opportunities for Improvement: Consolidated Applications and Reporting

- Having one information portal would be easier for cities, rather than having to go to multiple agencies.
- The one-stop shopping concept, from the client's perspective, would be great. You could dial one phone number, or access one website. It would be a clearinghouse! Conceptually it's a wonderful idea.
- We tried the joint application and one-stop shopping concept. At one point, the CDBG and PWB Emergency and Planning were together in one application. But it didn't work well, there were all sorts of requirements, including Davis-Bacon requirements. Clients wanted to access PWTF monies rather than CDBG funding, because it was easier. For a time the CERB Timber and PWTF Rural Natural Resource programs were together in one application, since both addressed infrastructure needs. Then the CERB program sunset.
- Another joint application process was around 1997-2000, the PWTF Construction and DWSRF Construction programs were put together into a single application. It was an abysmal failure. There was a big, complicated application document and clients hated it. It only lasted one cycle – it was too cumbersome and confusing to navigate. By the time you put all the program requirements together it was a one-inch thick document. It took a lot of staff time to combine the applications, and clients weren't successful in navigating the document. When the applications came in, all we did was break it in half and give the pieces to the appropriate program.
- Putting together, say, the PWB and DOE SRF programs into one application – would result in the same problem. You have federal requirements for the DOE program, and the PWB is very clear about what it wants. And by statute, we select projects, differently.
- A single port of entry and more reliance on the state to make determinations about appropriate infrastructure programs is appealing – instead of having the applicant sort through the mass of programs. The idea of one pot of money is really compelling too.
- Consistency would be a fundamental improvement. Application forms, definitions, progress reporting, criteria – we have a mish-mash, each program is different.
- More integrated intake and consolidation of the application process would be an improvement. Enable the state to put together packages from multiple fund sources versus the locals. But then you might lose the benefit of the customer-friendly, non-bureaucratic PWTF approach.
- A single application form would be good, especially for small communities that can't fill out a variety of application forms.
- Either a streamlined application process for locals or a more condensed funding stream. Both streamlining and consolidating – these are old ideas.
- Would like to see one point of intake – one application process. But, there seem to be a lot of barriers to the one-stop approach. Not sure we have pushed hard enough.
- An opportunity for improvement is in shared data collection and reporting. Where we've had successes, we've required that reporting be shared across programs.

Suggested Opportunities for Improvement: More Flexible Program Funding

- Consolidating the funding stream is an appealing idea.
- There are only so many revenue streams, so we might as well pay less attention to the origins of the funds.
- It would be good to make the programs more flexible, feather them out somewhat, so that project needs don't fall through the cracks.
- Some people say we need more local control.
- Take a local consensus approach, let the local governments say what their needs are, let the State define outcomes and best practices, and then let the local governments go to the state for funding.
- We should put everything that's green together into one green pile.
- Jurisdictions should only compete against other jurisdictions of the same size.
- The definition of infrastructure should encompass Puget Sound clean-up. The rivers and Puget Sound are both transportation and waste elimination arteries.
- We should add jail funding to the program mix.

Technical Assistance for Smaller Communities

- There is a difference between small and large communities – you can make a huge difference to small communities.
- The locals want technical assistance. We don't have coordination among agencies providing technical assistance. If there is similar technical assistance it is in different silos. Consolidation or coordination would be helpful.
- The current system is so big, it is overwhelming. You can sense the frustration of small communities – they can't reach out and access these funds anymore.
- It is a balancing act – support communities that are viable and are trying to help themselves.
- We should ask as part of the funding process: do they have a tax base, are they viable and do they have the political will to do things right – are they worthy? Some jurisdictions don't have the tax base, don't have the political will to raise taxes, and have been spoon-fed to keep going.
- You can't apply urban solutions in rural areas – it just doesn't work.
- Washington Community Economic Revitalization Team (WACERT) – communities could put in a one-page application and get multiple agency review. It helped those communities without grant writers. The program has now been discontinued.

Challenges of Program Administered by a Board versus an Agency

- Different organizational arrangements are possible, e.g.: the Housing Trust Fund advises on policy, but the agency makes the decisions. That's one model.
- The benefit of having a Board is that it is considered apolitical.
- The Boards have their own identity; are appointed by the Governor and can lose track of accountability to the agency. Accountability is dispersed.
- Programs that have independent Boards need strategic direction. So they need a strategic plan that says: this is what we are going to need to do our work. So the funding request is informed by some kind of strategic perspective.

Characteristics of a Successful, Well-Managed Program

- Readiness to proceed is important, i.e. is the project permitted? We try to give this weight, but not so much as to disadvantage smaller communities.

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- Make sure that you are funding ready-to-go projects, demonstrated readiness to proceed.
 - System performance: at the PWB there is good information, but I am not sure what we do with that info. We are trying to figure out how to use it without it being onerous.
 - The ability to capture federal funds through matching grants and loans is important.
 - We support pre-construction planning funds, so long as they are focused on how to do something rather than whether to do it. This creates a leverage effect, allowing applicants to pursue other funding options.
 - Measure the results of the project versus grant-making efforts. Focus on the end result, not the money expended.
 - It should reward good management performance. Does the system do this? PWB has this as a founding principle.
 - A well-defined method of prioritizing applications. What are the priorities and are they clearly defined?
 - We need a consistent process across varied projects.
 - Does the program have clear statutory authority and is there truly an independent assessment and review process in making the awards?
 - The business model needs to be consistent across programs. There need to be common criteria across the board. People shouldn't be able to game the system.
 - Look at the degree of flexibility and the degree to which programs are exercising that flexibility.
 - Outdated and inadequate IT systems are a huge problem.

5.0 PROGRAM OPERATIONS: SPECIFIC PROGRAMS

Public Works Trust Fund (PWTF) Programs

Overview of Program Perspectives

- PWTF started in 1985 with an emphasis on its core values: reward good planning and good management. "Value-driven government" was an objective.
- The program was a whole new way of doing business – non-bureaucratic, customer-focused. Before the PWTF, cities did not have a program that treated them as equals.
- In 1985, PWTF formation was predicated on stable population growth. However, we have experienced significant growth and the program doesn't accommodate growth. This is a major drawback.
- People like it, they understand it – have heard virtually no complaints about the program.
- Program has worked pretty well. Focus has been on getting the money out.
- The PWTF has a well established track record of accountability.
- They have a huge stakeholder group.
- It's at the top of the list of efficient and effective programs.
- The PWTF has a good application process: you have to demonstrate need, ability to maintain and a responsible way to pay for it. The process is insulated from political influence: it's transparent, understandable, logical and defensible.
- PWTF has clear criteria, and the Legislature can drop projects from the list, but can't add to it or change priority.
- The program has had zero defaults in its 20-year history. The Board and staff have reviewed some projects and denied funding because they saw that the applicant would not be able to repay the loan. You need an administering board that really looks out for the taxpayer.

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- A key feature of the program is that the Legislature can only delete programs, can't add them. Since this provision was enacted, no programs have been deleted.
 - It's good that the Legislature votes on the PWTF award list, as this generates buy-in. But it takes too long. We've had as a long-standing priority to speed up the process. The process often gets caught up in politics and the shuffle, and the list is often not addressed until April or May (especially in odd-numbered years), then we miss the construction cycle, which is March-October. The Legislature has resisted efforts to speed up this process because they want to be able to put their stamp on the projects – it's good PR for them.
 - The Fund is a victim of its own success.
 - Counties don't apply for PWTF funding because they don't want to incur loans.
 - In recent years, the PWB has moved more and more toward funding special district projects; the Board has been captured by special districts.
 - Counties basically don't avail themselves of the Trust Fund. Counties save up for capital expenditures, it is against their mindset to go into debt, even securitized debt – they say that. Even though they could get relatively low-cost money through the Trust Fund.
 - Counties aren't getting a lot of PWTF funding, even though a lot of the solid waste tax revenue (flowing to the Fund) comes from the unincorporated areas.
 - The political problem is that the Legislature designed the program to accommodate city and county infrastructure needs. If the counties aren't invested in the program, we lose their political influence.
 - The state could expand PWB's purview to criminal justice and parks. The State could be a partner in funding these needs.
 - The question that arises periodically is whether they should fund environmental programs. I'm in favor of that.
 - One line of thinking is that the program is just subsidizing ratepayers, since its mostly rate-backed entities that receive the loan funding. Their funding isn't going for transportation, but not sure that they are receiving those funding applications either.
 - The programs have seen a strong migration to utilities in recent years. By its nature, it encourages utility projects versus those without obvious loan repayment source. Utilities are buying down rate-based adjustments with lower cost PWB loans.
 - PWTF is efficient and effective, except for the relatively long time it takes to get through the process.
 - The PWB, in its rating and ranking system, is trying to spread the money across the state within the six program categories. PWB has been given four priorities: public health and safety; environmental health and safety – this is a new one, added by the Legislature; system replacement/system performance; economic development. Also have a whole list of "balancing factors" from the legislature that PWB can use, but is not required to.
 - PWTF is relatively easy and quick to apply for awards. What slows it down is the Legislative approval requirement. The timeline is that applications are due in May. End of August, the Board comes out with its recommended project list, which goes to the Legislature and then the Governor signs it. Funds aren't available until May or even June some years with long legislative sessions. In some cases, a whole construction cycle has been missed.
 - But by contrast, DOE applications are due in November, for money available the following year. But, in order to apply, agencies need a facility report, which could cost \$75,000-100,000 and has to be approved by DOE before you apply.

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- Legislative approval of PWF projects is a perfunctory hearing – no one votes against it. Still, it can take two months or more for approval. So the locals can lose a construction season to process.

Program Funding Issues

- It's one of the few, if not the only program with a growing fund source. So it's a target.
- It has grown from a \$17 million initial capitalization to a loan portfolio of \$1.6 billion currently. It's a huge portfolio.
- It has a huge fund balance sitting there – that's why everyone has their eyeballs on it.
- There are four revenue sources for the PWTF: a portion of the REET; public utility tax; refuse tax and loan repayments.
- The Fund was hijacked by the Legislature this year. This is despite being recognized as one of the more successful infrastructure programs in the country. The raid was sold as a job creation effort, but the fact is that cities and other jurisdictions had been accessing the Fund for water treatment plant and other basic infrastructure investment, which supports job creation.
- The Fund will recover over time (maybe by 2014 or 2015), but in the course of three biennia a total of about \$300 million will have been diverted from the cycle.
- The PWTF doesn't have enough money to get down to the fourth criterion on its list – economic development.
- About two years ago there was a raid on the PWTF for \$900,000 for a Twisp sewer project; then \$1.5 million for a sewer line extension in the Ilwaco area. These are good projects, but happened outside the normal process. Something is obviously lacking if small rate-based systems can't get the funding they need (they can't go to the PWTF because they have to repay the loan, even if it is 0%).
- PWTF is always flush; they underestimate repayment and new revenue stream, and overestimate obligated funds.
- Their model has been understating revenues received, and their loan repayment assumptions weren't connected to the amount they loaned.
- The study should examine where the money goes, and how much of the loan fund goes to administrative overhead by CTED.

Trends and Emerging Issues

- In the future, PWB needs to look at their core mission – should it be expanded to enable more growth and economic development projects?
- Look at the growth rate of the Fund. It has been growing significantly, but it can't grow forever; it is limited by what jurisdictions can pay for debt service.
- The PWB will be spending time on their performance measures; that is an upcoming activity.

Community Economic Revitalization Board (CERB) Programs

- CERB is a seed money program, targeted primarily at small, rural communities – these jurisdictions don't want to have to compete with larger entities in the PWTF pool, for example.
- It's the only state program that is focused on economic development infrastructure.
- CERB requires job development as a measure; and ports and counties especially like CERB.
- There is concern that smaller cities and towns underutilize their access to CERB funding. CERB could do a better job of outreach to these groups.
- The CERB program is good: we need to have some grant money available for smaller projects that won't happen without this help.

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- The program has earned a good reputation. It's one of the few programs to put out a report on program outcomes.
 - CERB has a favorable aura, but we don't have any facts. I'd like to have better answers.
 - CERB is extremely well respected – they do a terrific job. They have a lot of credibility. It helps to have legislators involved with the program.
 - The staff does a tremendous job in shifting through all the variables. I've seen the impacts – specific examples – where things are working very well. Some of the port districts have really benefited from the program's impacts.
 - There's no cookbook, it's an interactive, numbers-driven decision-making process.
 - CERB is an effective program. They keep getting legislative funding, so everyone seems comfortable with it.
 - From a budget perspective, we'd like to know more about the scope of what the funds will be spent on. There is no list of projects to approve.
 - Projects are evaluated on their merits, the Board does not weigh whether the applicant is a port or city; or, whether funds will be used to build roads or dredge a harbor. We want to know how a project adds value to a community.
 - The biggest problem with CERB is a policy problem – what is the purpose? It's an example of an agency not having a clear vision or mission.
 - CERB's mission is clear to its clients – we allow rural areas to access capital markets by providing gap funding for economic development.
 - People in the Puget Sound do not understand what CERB does since most of our clients come from rural areas. There is an urban/rural disconnect.
 - We've asked: how do you measure success, and they couldn't answer that. Most programs have some benchmarks. The CERB staff struggled with that.
 - It is a sign of success for CERB to have no loan defaults. It shows that we have invested in projects that are generating local revenue.
 - The CERB Board has four legislators sitting on it – (two from the House, two from the Senate); this is both a plus and a challenge.
 - CERB has benefited from Legislative involvement – it raises the program's profile. Some legislators are vocal advocates for protecting the program.
 - Its success is due to the process and the staff depth that's involved in the application development and review process.
 - CERB struggles because it doesn't have a sustainable funding source; there is no reliable revenue stream. This is a real limitation, a structural problem.
 - There is high demand for CERB funding. Substantial increases in funding would not decrease the quality of projects CERB funds.
 - There is always discussion about finding permanent funding for CERB – every year. The program is definitely popular – it gets good press.
 - The structural problem is that the program itself doesn't cover its underlying costs. The program is a bit cobbled together from year to year.
 - The program got MVET monies until I-695 and originally they were funded by their own loan repayments, plus state bond funds.
 - OFM tried to keep money coming back by emphasizing loans versus grants.
 - The 75/25% loan/grant limitations forces the Board to show fiscal discretion.
 - CERB has gone more and more to grants – they largely award grants now.
 - We've been giving away grants – more and more.

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- Last year we emphasized grants to fund feasibility studies, typically at \$30-50,000 per study. Loans were emphasized for capital improvements that could be supported through enterprise activities. In the long-run, this will help the stability of the program.
 - There is less and less money available for grants – this is the advantage of revolving loan funds.
 - It has a very loose process – not an especially good process. It's first in/first out for funding. If the applicants can fit into the criteria, they get funded.
 - The make-up of the Board is a strength of the program. The Board's diverse public and private sector background allows us to evaluate projects from different perspectives.
 - Need to look at their awards process – do they obligate all the money early in the biennium? Not sure there is an effort to level the spending within the fiscal period, to hold back money for good projects that come later in the year.
 - CERB meets six times per year to review applications. There are no formal fiscal measures in place to assure the availability of funding later in the application cycle. There is some concern that the 75/25% loan/grant limitation could limit the Board's ability to use grants to fund high value projects, especially when the fund level is low.
 - CERB doesn't have clear project selection criteria. What is the follow-through regarding sustained jobs, impacts? But it's not as bad as some other programs in this regard.
 - CERB staff do a comprehensive job of screening applicants. By the time the projects come before the Board, they have been rigorously vetted for their value to the community. In the last ten years, the Board has only rejected a handful of applicants.

Housing Trust Fund

- It's a competitive program that awards predominantly loans; nonprofits apply for funding.
- There has been turnover and a lack of consistency in program management. The new Director has implemented changes to make it stronger.

Community Development Block Grant Programs

- It's a good program – it's just so small. A total of \$16M per year and half of that goes to housing. So you are making awards of \$50,000 or \$100,000. Hard to get a project built with those amounts. They do try to use it as leveraged money and make a difference, it's just very tough.
- It is hard to evaluate because so much of it is driven by law.
- The focus is housing, infrastructure assistance, planning and economic development – a real mixed bag.
- Maybe it should just focus on housing.
- It is subject to the whims of the regulatory process; the feds want to wean themselves from it – want to move it to the Department of Commerce, where it would have a totally different focus. It would become a secondary program/source.
- The program and application process is more complicated than it used to be. It isn't simple to use.
- The program is a state-managed program with very high administrative costs – due to federal regulations and lack of creativity in state administration.
- They have found a way to take the federal standards and further bureaucratize them.
- It's the squishiest place to go for funding, there are no real criteria.

DOE Programs and Funds

- DOE has tried to bring all of its grant applications together into a unitary application.
- Ecology is definitely getting there as a well-managed agency.
- The program is almost a financial extension of DOE's enforcement arm.

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- It's a big program, but getting smaller due to federal funding cutbacks.
 - It's a highly competitive program that's a huge amount of trouble to apply to for funding.
 - It has different timelines than the PWTF; some applications come to PWB because it's easier to apply.
 - The core mission of DOE should be education and regulation. The State should take the programs' financial management (banking) functions and give it to those who do it regularly and well.
 - DOE could be lots better coordinated. There are five or so water programs. No one is sure what they are getting.
 - The Ecology funds are huge – like an elephant. Its complex and has a lot of money flowing through. There is a lot of work being done. It would take someone a long while to figure out what is going on there.

Safe Drinking Water Program

- The Program is a partnership between DOH and PWB; it administers mainly federal money; the account is funded through the Public Works Account. DOH is responsible for rating and ranking the projects, the PWB authorizes payments and administers the Program's finances.
- The collaboration between the PWTF and the DWSRF is good, it has created a good relationship.
- The program is an example of a good process.
- This is considered a successful program; staff work very well together.

Interagency Committee for Outdoor Recreation (IAC)

- Has a customer-focused way of doing business.
- Should be considered the best managed of the programs you are studying.
- The program is well run. There is a good project selection process – good review with projects based on merit, not the importance of the applying jurisdiction. They are very careful to stretch their funds as far as possible.
- The program is well-regarded.

Infrastructure Assistance Coordinating Council (IACC)

- The IACC started in 1987. It's a volunteer organization that operates on an "as it surfaces basis." We create tech teams to work with a client when there is a need. Last year we worked with about 25 teams.
- Washington is the only state that does this kind of coordinating event (the annual conference). On average 300 people per year attend, including 130-150 local jurisdictions. The tribes are also included. The first half of the conference is training, and there are 30 sessions this year. The second half focuses on programs and program information.
- If we had the staffing resources, the IACC's web site could easily be a portal. We could be an information clearinghouse instead of a database.
- The IACC was an encouraging process. It is user-friendly for local governments, so they can see what their options are for funding.
- Their focus is on providing technical assistance to agencies, and that is helpful.
- IACC is a bare-bones coalition-based program. We should make it more comprehensive.
- The IACC is a good program – a success, operated on a volunteer basis.
- The IACC is a good thing – bring people and programs together. It was probably overdue to happen.

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- The IACC is working with the TIB on a database that will identify local government needs. Hoping to have local infrastructure needs catalogued for six years, so we can identify the gaps. Its called LINAS – Local Infrastructure Needs Assessment System. It's a work in progress.

6.0 STRUCTURE AND ORGANIZATIONAL ISSUES

- From about 1994-98 the infrastructure funding programs in CTED were located in one division – it was one super unit, called the Community Investment Unit. This happened when OTED and CTED merged. Then a few years later we reorganized away from that structure.
- Was there more coordination in the super unit? No, and it was more bureaucratic. You are putting apples and oranges together, and you need a hierarchy in place to manage it. Then there has to be monitoring and processes. It just becomes more cumbersome.
- Coordination is more important than consolidation. Because the programs are serving different populations.
- A cross-program look often requires deep, organic restructuring. This often best done during moments of crisis and catharsis. As daunting as it is, it's worth looking at where improvements can be made.
- To really change the system, you need to go down to its roots. But this doesn't seem like the time for this state to undertake deep change in this system.
- CTED has a complex set of programs under its purview. It's a management challenge.
- The agency has been a work in progress for 35 years. There has not been a defined strategy for how to integrate and manage all the various programs.
- CTED is the kitchen sink agency. The challenge is that its overhead comes from the PWB and other large programs.
- The new CTED management team is doing a whole lot better, across the board, in managing the agency.
- CTED has recently made PWB its own Division in the agency; this could be a precursor to organizing all infrastructure programs into one Division (or not). A key question is: what are the drivers of these programs, such that they should be housed in a particular area, for a given reason?
- The tension between the PWB and CTED is about divergent values and money.
- The PWB complaint is that there is a disconnect between CTED's costs and the administrative charges assessed. CTED has added layers of bureaucratic staff with no relationship to service delivery.
- It has been surprising how much cost can be swept into administrative overhead charges.
- In 2004, OFM asked CTED's Priorities of Government team to review its infrastructure programs and submit a proposal to reduce program costs, including consideration of a single point of entry into the process. The team responded that such an initiative wasn't appropriate, and that there should be other steps taken to coordinate and improve the programs' efficiency.
- Don't just rearrange things in the system, if there is no significant benefit to be achieved.
- The CERB program should be wrapped up into the PWTF.

ATTACHMENT H

CLIENT AGENCY INTERVIEW SUMMARY

ATTACHMENT H

CLIENT AGENCY INTERVIEW SUMMARY

1.0 INTRODUCTION AND GUIDE TO THIS SUMMARY

- This Interview Summary presents a review of interviews completed with representatives of client agencies that have applied for and received funds from the state's infrastructure programs. Interviews were conducted over the telephone during October 2005. The summary is a mix of statements and issues from the interviews that have been organized by theme.
- Interviewees were selected from the award and client lists of the Public Works Trust Fund (PWTF), Community Economic Revitalization Board (CERB), Small Community Initiative (SCI), Drinking Water State Revolving Fund (DWSRF), Water Pollution Control Revolving Fund (WPCRF), Water System Acquisition and Rehabilitation Program (WSARP), Centennial Clean Water Fund (CCWF), Community Development Block Grant Program (CDBG), and Washington Wildlife and Recreation Program (WWRP).
- While not comprehensive, the selected interviewees represent an appropriate range of organizations (e.g. towns, cities, counties, special purpose districts, tribes, and ports). Interviewees are listed in Attachment I.
- All statements and issues identified in this Summary were expressed by recipients. In order to obtain open and candid responses, interviewees were informed that comments made in the interviews would not be for attribution.

2.0 OVERALL CONTEXT FOR RECIPIENTS OF FUNDING

Unmet Infrastructure Needs and Funding Shortages

- Public utility clients report that many of the state's water and sewer systems are aging and continue to be in need of repair or replacement. Many projects are unfunded, thereby contributing to the decline of those utility systems.
- There is concern among water and sewer agencies that decreases in available funding for water and sewer infrastructure will further compel state programs to prioritize funding for failing systems, leaving less funding available for maintenance projects. The Legislature's recent actions to reduce PWTF funding are expected to further limit agencies' ability to fund the range of needed projects.
- Rising construction costs and construction delays further limit how far program funds can go toward completing projects.

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- Most local and regional agencies have internal asset review procedures that result in identification of more potential projects for program funding than are submitted for review. Typically, larger-scale, and relatively more expensive projects are selected for the state's application process, leaving the smaller projects to be completed with agency funds.
 - Some interviewees suggested that increased competition for funding will result in more project applications being unfunded or denied. Thus, jurisdictions that rely on funding from the state's infrastructure programs need to think even more carefully about how they decide which projects will receive staff resources for project development and program application.
 - Projects that do not receive program funding are either delayed, resubmitted the next funding cycle, or funded internally through bonding and rate increases.
 - In some cases, jurisdictions seek direct legislative appropriations by working with their legislators.
 - Some program clients interviewed thought that program funds administered through the Department of Ecology do not recognize the connection between water quality and water quantity, treating these as separate issues, each with separate funding. There is a feeling that some potential projects are not funded, or funded at below requested levels, that could address both issues.

Organization and Location Differentials

- Rural jurisdictions with lower income populations have fewer options to fund infrastructure if they cannot obtain state funding assistance. Some jurisdictions opt to pursue other federal programs that fit their needs, are less competitive, and for which they are eligible, such as the USDA's Rural Development program.
- Rural jurisdictions struggle with the internal administrative costs of applying for program funds. Interviewees noted that increased program application and monitoring requirements demand scarce staff time and resources.
- The larger urban areas tend to have more intensive internal project selection processes. State programs are one source used to fund these projects; however, most projects do not hinge on obtaining funds from these programs. Organizations in urban areas with large rate-paying populations have more options to fund their projects.
- Jurisdictions need to be aware of population growth and local inter-agency planning efforts. Growth Management requirements for integrated planning necessitates that organizations coordinate and cooperate with other agencies' plans and priorities.
- Ports pursue CERB funding for their activities, since the program provides flexibility on how and what the funds can be used for. However, Port representatives interviewed state that it is difficult to rely on CERB for funding since it does not have predictable yearly funding levels.
- Some organizations expressed a desire for state programs to expand their eligibility rules to accommodate greater access to funding opportunities. Public Utility District representatives report that they must partner with an eligible organization to receive CDBG funds. This requirement creates additional administration challenges in the coordination of the program application and monitoring processes.

3.0 CLIENT EXPERIENCES WITH PROGRAMS

Client Services

- All interviewees expressed trust that the state programs are funding the best projects. There is a sense that projects submitted for funding are critical and that the program application reviewers are doing a fair job of selecting projects based on merit.
- Jurisdictions are using the technical resources available through the programs. Application materials and guidelines are viewed as being clear and straightforward. Workshops offered by the programs were considered essential to attend, since they provide the type of up-to-date, nuanced information on elements in the application that are likely to be well reviewed.
- Program staff are well regarded and considered indispensable resources for timely information and feedback on program application and monitoring requirements.
- Clients of the PWTF expressed a high level of satisfaction with the program staff for their customer service-oriented approach. PWTF staff is viewed as having a strong understanding of the specific needs of clients in public works.
- While clients reported to be satisfied with Department of Ecology staff, some felt that program staff is less customer-oriented when compared to the PWTF staff, due to the agency's dual regulatory and funding roles.
- CERB staff are cited as being very proactive in helping shepherd projects during the application process. They are involved in project development by helping to flesh out concepts and offering suggestions to improve the application.
- Clients that have received assistance from SCI staff say that they would not be able to apply for funding without SCI staff's aid. SCI performs a valuable service by connecting small communities with funding programs and staff.

Program "Shopping"

- Interviewees stated that projects originate from their jurisdiction's Comprehensive Plans. Projects are internally vetted to assess how they match up with various program funding goals, and the likelihood that they will be funded prior to committing resources to the application process.
- Clients reported that going to different programs for project funding has its advantages. Specifically, they like the flexibility and the ability to decide how different loan interest rates and terms may be more appropriate for a specific project. Additionally, program matching funds requirements allow clients to use program funds from one program as matching funds for another.

Performance Status and Monitoring

- PWTF's quarterly reports are seen as being straightforward and easy to complete. The reports are viewed by clients as one of the better monitoring systems since they can be quickly filed over the internet.
- Clients of the Department of Ecology commented on the need to develop better performance measures. This includes measures that are more meaningful and tailored to the different types of projects that the agency funds, rather than a standard set of measures for all projects.
- Clients appreciated that the PWTF and Department of Ecology programs allow flexibility to alter the project after it has been selected, but before construction begins. This is advantageous since the scope of work can change depending on what is found in the engineering or water quality reports.

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- Recipients of CERB funding felt that the yearly performance monitoring on job creation requirements are appropriate given the program's goals, and do not pose a burden to complete.
 - Interviewees reported that all projects that received program funding have been completed or are in-progress.

4.0 APPLICATION PROCESS

Application Clarity

- Clients report that their familiarity and comfort with the various program applications and their respective processes improve each time they go through an application cycle. While website and application directions are helpful, building relationships with program staff is viewed as the best resource for resolving application questions.
- PWTF applications are considered to be the most clear of the state's programs. However, clients rely on program staff to inform them as to what types of projects might score better for a particular round of funding. These discussions tend to influence how project applications are written.
- Interviewees said that the Department of Ecology application has required applicants to provide an increasing amount of information over time, and that the application is redundant in places. New requirements could be streamlined or integrated with older sections to craft a shorter, more concise application while providing all the needed information.
- The CDBG program application is viewed as being very complex. However, applicants feel that the application manual, workshops, and program staff are useful resources in understanding the application and what is needed from the applicant.

Application Preparation

- Most clients develop projects from their Comprehensive Plans and complete their applications in-house, hiring consultants to assist with grant writing or background engineering work when needed. The time and staff used to prepare an application is variable. Urban jurisdictions report that they spend more time and staff resources to complete an application than rural areas.
- PWTF applicants report that they spend between 10-80 hours of staff time to complete an application.
- Applicants to the Department of Ecology state that they need to dedicate more resources to complete its application than to complete the PWTF's, because of the Ecology application's technical and federal requirements.
- An applicant to CERB reported needing to dedicate 120-150 hours to complete their jurisdiction's application.

Application Dates and Award Timelines

- Clients applying to a program for the first time felt that workshops needed to be timed to the application due dates, so that there is more time to apply what was learned in the workshops to their applications.
- Applicants reported that the timing of program application due dates is not ideal. It can be very difficult to coordinate project applications that go out to different programs, especially when those programs are used to fund the same project.

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- PWTF clients thought that award disbursements could be better timed to coincide with the construction season to allow them to submit construction bids during the slow season, and be ready to go in the construction season.
 - Some clients of the Department of Ecology suggested having the application cycle during the off-season (fall and winter) when they are not as busy working in the field.
 - CERB clients recommended a better timing sequence for award disbursement, to make funding available sooner after the project is selected. They felt that private business moves much faster than government, and with the availability of funding projects could get started faster.

Program Goals and Evaluation Criteria

- In general, clients felt that the evaluation criteria used in the state programs are clearly connected to the respective program's goals.
- A client of the Department of Ecology remarked that its 1000 point scale could be simpler and updated. The criteria need to be more relevant to the type of projects being done today as opposed to in the past.
- CERB clients thought that the evaluation criteria could use more description; it is not always clear how the criteria are measured. Additionally, some clients felt that the Board's selection of projects is not the most transparent process.

Responses to a Consolidated Application Process

- Currently, the burden is on the applicant to navigate interagency complexity in terms of goals, criteria, and deadlines. Even though it may require more work upfront, clients thought that they could benefit from only having to fill out one application per project. However, there was some concern expressed that whatever efficiency could be gained might be offset by the administrative complexity of dealing with different selection criteria, funding packages, and monitoring issues.
- Clients were concerned that centralized control of funding decisions may politicize the selection process, making it appear less legitimate. A consolidated application process would need to have a fair and transparent selection process. Additionally, the review process would need to have knowledgeable reviewers who could understand and cut across agency lines and politics.

Feedback on Denied Applications

- Clients report that they receive quality feedback on why their application was denied. In most cases, they say that program staff proactively call or visit them before the formal award announcements are made. Program staff work with clients to review the application point-by-point, explaining how the application could have been improved. The feedback is a valuable learning tool for clients that they apply in future applications.
- Some clients say the feedback they receive from CDBG and the Department of Ecology is variable; they either don't get feedback, or are required to directly inquire as to why their project was not selected.

ATTACHMENT I

SOURCES: INTERVIEWS CONDUCTED AND BIBLIOGRAPHY

ATTACHMENT I

SOURCES: INTERVIEWS CONDUCTED AND BIBLIOGRAPHY

STAKEHOLDERS INTERVIEWED

Rep. Glenn Anderson
Sen. Karen Fraser
Rep. Hans Dunshee
Sen. Mike Hewitt, CERB Board
Rep. Fred Jarrett
Rep. Kelli Linville
Sen. Margarita Prentice
Sen. Dan Swecker
Marty Brown, Governor's Office
Linda Byers, JLARC
Marc Baldwin, Executive Policy Advisor, Governor's Executive Policy Office
Pete Butkus, Assistant City Manager, City of Sammamish, former Public Works Board director
Mary Campbell, Office of Financial Management
Robin Campbell, Governor's GMAP Project, formerly with Office of Financial Management
Chuck Clarke, Seattle Public Utilities
Bill Cole, Public Works Board
Bruce Crawford, Interagency Committee for Outdoor Recreation
Susan Dodson, Roadmap Business Analyst, Office of Financial Management
Ruta Fanning, Legislative Auditor, JLARC
Stan Finkelstein, Association of Washington Cities
Diana Gale, Chair, Public Works Board
Cecilia Gardener, Public Works Board and Infrastructure Assistance Coordinating Council
Steve Gorcester, Executive Director, Transportation Improvement Board
Karl Herzog, Governor's GMAP Project, formerly with JLARC
Susan Howson, Staff Coordinator, House Capital Budget Committee
Katy Isaksen, Public Works Board
Dennis Jones, Roadmap Project, Office of Financial Management
Jim Justin, Association of Washington Cities
John LaRocque, Children's Administration, formerly with Public Works Board
Gary Kamimura CERB Board
Keenan Konopaski, JLARC
John Kounts, Washington Public Utility District Association
Jim Lowery, formerly with Washington State Rural Council
Steve Masse, Capital Budget Analyst, Office of Financial Management
Jeffrey Matson, CERB Vice Chair, Commissioner, Port of Sunnyside
Sue Mauerman, Deputy Director, Department of Community, Trade, and Economic Development
Maureen Morris, Washington Association of Counties
Heather Moss, Office of Financial Management, formerly with JLARC
Isabel Munoz-Colon, JLARC

Keith Phillips, Executive Policy Advisor, Governor's Executive Policy Office
Kathy Rosmond, Roadmap Program Manager, Office of Financial Management
Majken Ryherd, Chief of Staff, Rep. Frank Chopp
Tom Saelid, Office of Financial Management
G.S. 'Duke' Schaub, Director, Government Affairs, State & National, Association of General Contractors
Hal Schlomann, Executive Director, Washington Association of Sewer and Water Districts
Brian Sims, Senate Ways & Means Committee, Capital Budget
Rick Slunaker, Assistant Director, Government Affairs, Association of General Contractors
Tracey Taylor, House Committee on Economic Development, Agriculture and Trade
Dick Thompson, former director, Office of Financial Management
Dennis Townsend, CERB Board
Tom Trulove, CERB Chair, Eastern Washington University
Mike Woods, Office of Financial Management, formerly with Public Works Board

AGENCY STAFF INTERVIEWED

Lisa Ayers, Management Analyst, General Administration, Pacific County
Bob Bandarra, District Manager, Hazel Dell Sewer District
Lisa Dustin, Shoreline Parks and Recreation
Dick Fitzwater, General Manager, Karcher Creek Sewer District
Glenn Golay, Treasurer, Birch Bay Water and Sewer District
Karl Heinecke, Mayor, City of South Bend
Bob Hennessey, Strategic Advisor to the Director, Seattle Public Utilities
Roxy Hunter, Grants Administrator, Klickitat County PUD
Tom Knuckey, Managing Engineer, Engineering, City of Bremerton
Ken Kukuk, General Manager, Skagit County PUD
Carl McCrary, Manager, Public Works Department, City of Kalama
Mary Ann Ness, Grants Administrator, Wastewater Division, King County
Dick Price, General Manager, Stevens County PUD
Doug Quinn, General Manager, Clark County PUD
Tim Simpson, General Manager, Asotin County PUD
Debbie Snell, Properties and Development Manager, Port of Whitman County
Dodd Snodgrass, Economic Development Specialist, Port of Bellingham
Pat Stevenson, Environmental Manager, Stillaguamish Tribe
David Stahlheim, Director, Community Development, City of Wenatchee
Richard Visser, Watershed Steward Biologist, Region 3, U.S. Department of Fish and Wildlife
Ilene Wertchow, Clerk Treasurer, Town of Lyman

PROGRAM INVENTORY: STAFF INTERVIEWS

Basic Infrastructure Funding Programs

Public Works Trust Fund (Construction and Emergency programs)

Rhonda Campbell, Office Manager
Cecilia Gardener, Project Selection Manager
Leslie Hafford, Acting Executive Director
Enid Melendez, Client Service Representative

Community Economic Revitalization Board, Rural, Traditional, and Job Development Fund Programs

Dara Fredericksen, Managing Director, Community Economic Assistance Center
Kate Engle Rothschild, CERB Program Manager

Water System Acquisition and Rehabilitation Program

Rhonda Campbell, Office Manager
Terry Davis, Manager of Financial & Administrative Services
Christina Gagnon, Environmental Specialist for Regional Services
Cecilia Gardener, Project Selection Manager
Leslie Hafford, Acting Executive Director
Enid Melendez, Client Service Representative, Division of Drinking Water, Department of Health

Drinking Water State Revolving Fund

Rhonda Campbell, Office Manager
Terry Davis, Manager of Financial & Administrative Services
Christina Gagnon, Environmental Specialist for Regional Services
Cecilia Gardener, Project Selection Manager
Leslie Hafford, Acting Executive Director
Enid Melendez, Client Service Representative, Division of Drinking Water, Department of Health

Community Development Block Grant Programs

Lee Elliott, Community Development Block Grant Budget Manager
Steven K. Washington, Managing Director for Community Development Programs, Local Government Division, Department of Community, Trade and Economic Development

Community Investment Fund Community Development Block Grant Program

Janice Roderick, CDBG Project Manager, Local Government Division, Department of Community, Trade and Economic Development

General Purpose & Imminent Threat Community Development Block Grant Programs

Bill Prentice, CDBG Project Manager, Local Government Division, Department of Community, Trade and Economic Development

Centennial Clean Water Fund

Jeff Nejedly, Policy Administrative Unit Supervisor, Water Quality Program, Department of Ecology

Section 319

Jeff Nejedly, Policy Administrative Unit Supervisor, Water Quality Program, Department of Ecology

Drought Preparedness Account

Doug McChesney, Ecology Drought Coordinator, Water Resources Program, Department of Ecology

Coordinated Prevention Grant Program

Dave Giglio, Budget Planner, Solid and Hazardous Waste, Department of Ecology

Flood Control Assistance Account Program

Dan Sokol, Flood Plain Manager, Shorelands and Environmental Assistance Program, Department of Ecology

Referendum 38, Water Supply Facilities

Ray Newkirk, Grants Coordinator, Water Resources Program, Department of Ecology

Safe Drinking Water

Diane Singer, Environmental Specialist and Grants Coordinator, Solid Waste Program, Department of Ecology,

Water Pollution Control Revolving Fund

Brian Howard, Financial Manager, Water Quality Program, Washington State Department of Ecology,

Youth Athletic Facility Account Program, Boating Facilities Program, Boating Infrastructure Grant Program, Non-Highway and Off-Road Vehicle Activities Program, Washington Wildlife Recreation Program, and the Firearms and Archery Range Recreation Program

Marguerite Austin, Manager of the Recreation & Habitat Section, Project Services Division, Interagency Committee for Outdoor Recreation

Other Infrastructure Funding Programs**Bond Cap Allocation**

Yvette Lizee-Smith, Program Manager, Local Government Division, Department of Community, Trade, and Economic Development

Building for the Arts

Daniel Aarthun, Program Manager, Local Government Division, Department of Community, Trade and Economic Development

Child Care Facility Fund

Tom Stilz, Program Manager, Economic Development Division, Department of Community, Trade and Economic Development

Community Services Block Grant Program

Will Graham, Managing Director, Community Services Division, Department of Community, Trade and Economic Development

Marijo Olsen, Assistant Director, Community Services Division, Department of Community, Trade and Economic Development

Community Services Facilities Program

Steve Salmi, Program Coordinator, Local Government Division, Department of Community, Trade and Economic Development

Farmworker Housing Infrastructure Loan Program

Janet Abbett, Program Manager, Housing Division, Department of Community, Trade and Economic Development

Hazard Mitigation Grant Program

Chuck Hagerhjelm, Mitigation Section Manager, Military Department

Heritage Capital Project Fund

Garry Shalliol, Director, Washington State Historical Society

Historic Preservation Fund Grant

Loren Doolittle, Grants Manager, Certified Local Government, Program Department of Archaeology & History

Housing Trust Fund

Doug Hunter, Program Manager, Housing Division, Department of Community, Trade and Economic Development

Public Assistance Program

Donna Voss, Deputy State Coordinating Officer, Military Department

Small Communities Initiative

Cathi Reed, Program Manager, Local Government Division, Department of Community, Trade and Economic Development

Wastewater Management Program

Brad Avy, Wastewater Management Program Supervisor, Environmental Health, Division Department of Health

Youth Recreational Facilities Program

Jason Zittel, Program Assistant, Local Government Division, Department of Community, Trade and Economic Development

FUNDING INVENTORY: STAFF INTERVIEWS

Office of Financial Management

Pam Davidson, Senior Budget Assistant

Department of Ecology

Steve Carley, Head of Financial Management, Water Quality Program

Jeff Nejedley, Policy Administrative Unit Supervisor, Water Quality Program

Kaye Earl, Budget Advisor, Water Resources Program

Dave Burdick, Budget Officer, Water Resources Program

Diane Singer, Environmental Specialist and Grants Coordinator, Solid Waste & Financial Assistance

Dave Giglio, Budget Planner, Solid Waste & Financial Assistance

Gordon Wiggerhaus, Program Budget Manager, Shorelands & Environmental Assistance

Dan Sokol, Flood Plain Manager, Shorelands & Environmental Assistance

Department of Community, Trade and Economic Development

Steve Washington, Managing Director, Community Development Programs

Lee Elliott, CDBG Budget Manager, Local Government Division

Kate Engle Rothschild, CERB Program Manager

Department of Health

Terry Davis, Manager of Financial & Administrative Services

Rich Sarver, Section Manager, Water System Support Section

Interagency Committee for Outdoor Recreation

Marguerite Austin, Manager, Project Services Division, Recreation & Habitat Section

Mark Jarasitis, Manager, Fiscal Division

Department of Licensing

Julie Knittle, Administrator, Pro-Rate Fuel Tax Section

Washington Lottery

Lyn Matson, Budget Manager

ASSESSMENT OF OTHER STATES: INTERVIEWS CONDUCTED

Delaware

Roberto Rios, Executive Director, Greater Arizona Development Authority

Brad Stevenson, Program Manager, Arizona Department of Commerce

Ann Marie Townshend, Sussex County Planner, Delaware Office of State Planning Coordination

Illinois

Pete Arnolds, Grant Manager, Illinois Department of Commerce and Economic Opportunity

Massachusetts

Robert Mitchell, Special Assistant for Sustainable Development, Massachusetts Office for
Commonwealth Development

Michigan

Chip Heckathorn, Chief, Michigan Department of Environmental Quality, Environmental Science and
Services Division, Revolving Loan and Operator Certification Section

Oregon

Mark Ellsworth, Regional Coordinator, Governor's Economic Revitalization Team (GERT)

Pennsylvania

Steve Drizos, Director of Pennsylvania Commonwealth Financing Authority

Brion Johnson, Deputy Executive Director for Project Management Pennsylvania Infrastructure
Investment Authority (PENNVEST)

General

George Ames, U.S. EPA

Nancy Connery, Vice President, Public Affairs Renaissance Integrated Solutions

Ron Faas, Professor Emeritus, Washington State University

Richard Little, Director, Keston Institute for Infrastructure, University of Southern California

Daniel I. Steinborn, Clean Water State Revolving Fund Specialist, Grants & Strategic Planning Unit, U.S.
Environmental Protection Agency, Region 10

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- American Water Works Association: <http://www.awwa.org>
- CompStat: <http://www.nyc.gov/html/nypd/html/chfdept/compstat-process.html>
- CitiStat: <http://www.ci.baltimore.md.us/news/citistat/>
- Renaissance Integrated Solutions: <http://www.rensols.com/>

Delaware

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- Delaware Strategies for State Policies and Spending: 5 Year Update*. Delaware Office of State Planning Coordination, 2004. <http://www.state.de.us/planning/strategies/strategies.shtml>
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- Department of Commerce & Economic Opportunity web site: <http://www.commerce.state.il.us/dceo/>

Illinois

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Massachusetts

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Michigan

- Department of Environmental Quality Grants & Loans Catalog: <http://www.deq.state.mi.us/documents/deq-fbsd-grantsloanscatfinal05-17-04.doc>

Michigan Municipal Bond Authority 2004 Annual Report:

[http://www.michigan.gov/documents/AnnualReport2004\(MMBA\)_124253_7.pdf](http://www.michigan.gov/documents/AnnualReport2004(MMBA)_124253_7.pdf)

2005 Report Card for Michigan, Governing Magazine: <http://results.gpponline.org/>

Oregon

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Oregon Benchmarks: <http://egov.oregon.gov/DAS/OPB/obm.shtml>

Oregon Shines II: <http://egov.oregon.gov/DAS/OPB/docs/osII.pdf>

2005 Report Card for Oregon, Governing Magazine: <http://results.gpponline.org/>

Pennsylvania

State of Pennsylvania website: <http://www.state.pa.us/>

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